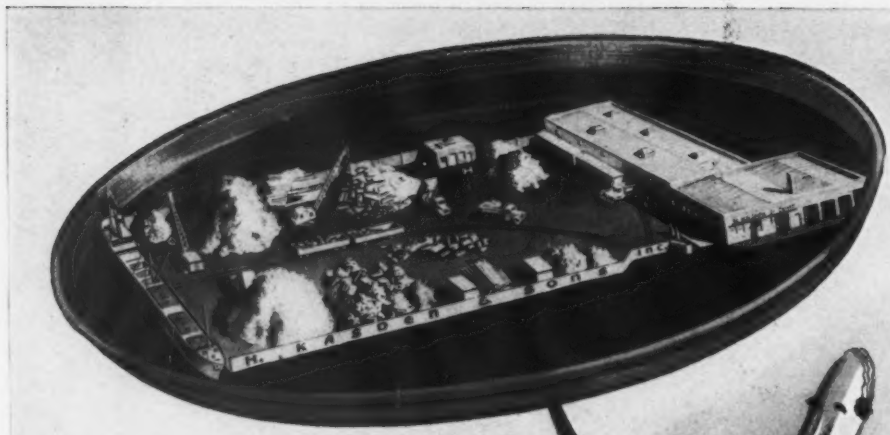


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MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. Bingham, *Editor*

IN THIS ISSUE

	Page
Editorial	5
So You've Been Wondering About the Value of a Bulletin Board?	6
The Hartford County Industrial Relations Society—Its Origin and Growth	7
It's Out of Your Pocket	8
Timetable to Utopia	9
Business and the Unemployed	10
Designating Country of Origin	11
News Forum	14
Transportation	32
Accounting Hints	33
Business Tips	35
Business Pattern	37
Reward for Effort and Accomplishment—Our American Way of Doing Business—II	39
It's Made in Connecticut	44
Advertising Index	52

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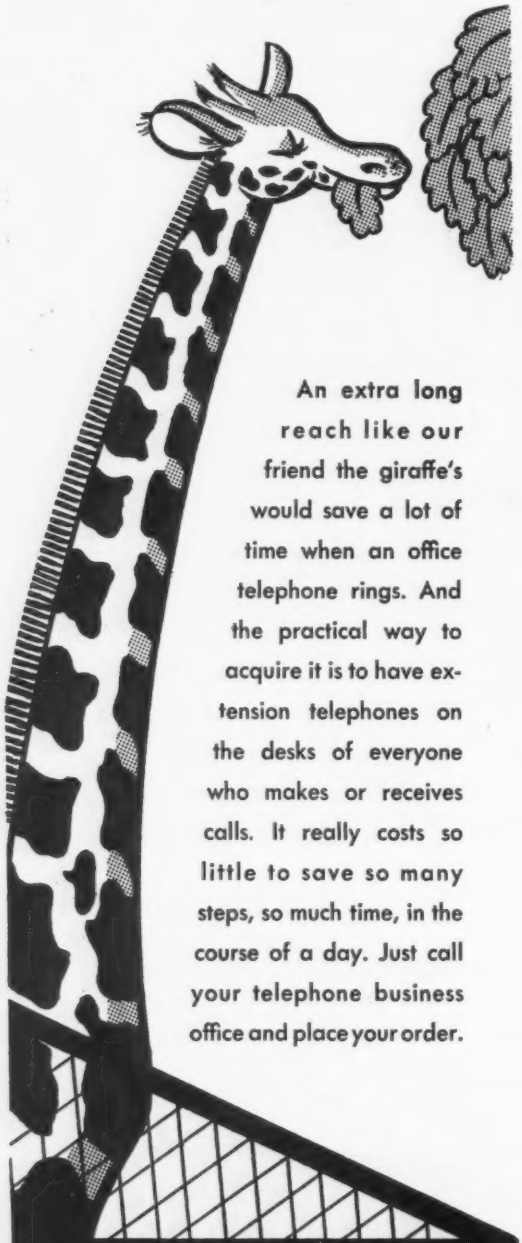
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The Choice is Ours

By ALLERTON F. BROOKS, *President*,* Southern New England Telephone Company.

WISE old Ben Franklin set forth a fiscal policy that is as good for a nation as for an individual. "Spend less than you get," was his advice—words that are well worth remembering today.

Franklin remarked how, on the same income, one man could be prosperous and another in poverty. And so it is with this nation of ours: We have the means to prosper or decline; the choice is ours.

Like an individual, a nation can do some foolish things. We can, by our own mistakes, prevent ourselves from reaching what is easily within our grasp. If we fail, the fault is ours alone.

"'Ere you consult fancy, consult your purse." In those words, Franklin set forth a principle that runs directly counter to the advocates of deficit financing. And after all is said and done, it's the contents of the purse that finally determine what is accomplished.

True, there are many things which we all agree ought to be done. But we cannot do them all at once. Much as we may agree on the desirability of smoothing out a patch of rough road that we travel daily, we must think of budgets, too. All the rough roads can't be paved overnight. We must weigh the need against the contents of our purse, doing today that which is most essential and postponing until later that with which we can abide.

We cannot justify a continuing policy of federal government handouts to specially privileged groups. In the end, we shall all suffer from that policy—not only economically, but also in the weakening of moral fiber and good old American gumption.

This does not mean that we cannot, for example, help those who are less fortunate than we—both in our own country and abroad. But such aid must always be measured by our ability to pay its cost. If we bankrupt ourselves in supporting noble causes, who then will be left to carry on in our stead?

But these words of caution are not intended to foster a policy of penny-pinching, a thread-bare existence. We can prune some of our extravagances, without going to the opposite extreme, and still enjoy a material welfare never before known in the world's history.

For we are a country rich in resources, and wise in the knowledge of how best to utilize them. Let us only use that knowledge we have, tempered with sound judgment, and we can have a plentiful share of the good things of life.

Most of you who read these words, as hard-headed business men, know that you can't forever go on spending what you haven't got and not eventually encounter trouble. "But," you may ask, "what can an individual do to counteract these mass pressures which seem dangerous to us?"

Granted, most of us have business affairs which we cannot neglect in order to run for political office. But we can exercise the same democratic rights as any other citizen, starting at the local level of our own city or town affairs. We can, both in public meetings and in private conversation, reiterate the plain old-fashioned facts of prudent expenditures—facts that have become adages because their truth has been recognized for generations. And, like the household budgeter, we can provide an attractive motive—not of saving for saving's sake, but of conserving what we have today to help provide finer and better things for tomorrow.

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* *The writer of the foregoing article, the eighth in a series of guest editorials, has been a director of the Association for more than three years. His term will end December 31, 1949.*

SO YOU'VE BEEN WONDERING ABOUT THE VALUE OF A BULLETIN BOARD?

By MARKEY SULLIVAN, *Public Relations Associate*, Marlin Industrial Division, Marlin Firearms Company.

THE medium of communication has come a long way since the days when messages were transmitted by tom-tom beats and smoke signals. The technological progress in communication has, indeed, become one of the miracles of our modern world. There is, however, one vitally important phase of communication which has been woefully neglected and undeveloped—the communication media between employer and employee.

Whereas technological communication has advanced by leaps and bounds to the present era of television transmission, the human intimacy of the communication line between management and labor has deteriorated to a serious state of neglect in the present era. A vivid exposition of employer-employee degeneration, as it has affected the personal relationship of these two groups, is graphically traced in the following recollection of a workman grown old in industry:

"When I first came to work here in the plant the shop was nowhere as large as it is today. In those days everyone knew everyone else; we were acquainted with the work of all departments and the problems they faced. Almost every morning the president of the company would walk through the shop, stopping, here and there, at a bench or a machine to chat with one of us. In this manner he soon learned of our gripes and production ideas, and we, in turn, were made acquainted with his and the company's problems.

"Then year after year we continued to grow bigger and bigger. Today we are not only one of the largest plants in Connecticut, but one of the biggest manufacturers in the world. Because of our size we have become an organization of specialists and specialized departments, each one of which is an organization in itself, knowing little of the work and less of the people in other departments. And, of course, the president doesn't stroll through the shop and stop to chat with a workman at his bench or machine anymore. And now we are not acquainted with the problems of other departments, and the front office is too far away from us to know of our problems, both large and small.

"This growing impersonal status of the worker has done something serious to him. It has given him a feeling of not belonging, an easily replaceable cog in a large complicated wheel. Is it any wonder it is difficult for him to have pride in his workmanship and pride about his place in the company's scheme of things?

"This is a serious situation that I have seen develop over the years, and *something should be done about it.*"

We have done something about it, and we've tried to help others to do something about it.

(Continued on page 12)



BULLETIN BOARDS of this attractive type are a useful tool in building better employee relations.

The Hartford County Industrial Relations Society — Its Origin and Growth

By ROBERT T. COLLINS, New Departure Division, General Motors Corporation, Bristol, Connecticut.

IN the spring of 1943 a small group of industrial relations executives in the Hartford area met to consider the proposed organization of a professional society in this field. This initial meeting was followed by several others which culminated in the formation of the Hartford County Industrial Relations Society in July, 1943.

Creation of the society stemmed originally from a class in personnel management conducted at Hillyer College by Mr. Arthur B. Conrad. Members of the class expressed interest in continuing their association beyond the classroom and a committee was appointed to explore that possibility. This committee was composed of Ellsworth S. Grant of the Allen Mfg. Co., Hartford, John E. Ellsworth of the Ensign-Bickford Co., Simsbury, James Longacre, Stanley Tool Co., New Britain, and Mr. Conrad.

This quartet laid the groundwork for the new society in a number of informal sessions. During this formative stage the committee had the benefit of counsel from Dr. H. A. Hopf, a management engineer with considerable experience among professional societies. Dr. Hopf was engaged on some special projects at that time for the Ensign-Bickford Co.

These preliminary meetings crystallized in July when the society was formally established with the adoption of a constitution and by-laws. Executive officers were elected for a one year period, various committees were named, membership details were agreed upon and the purpose of the society was set forth. In the words of the constitution that purpose is "to further knowledge and understanding of the underlying principles of industrial relations in manufacturing establishments through personal association, exchange of ideas, education and research."

Membership was open to "those persons who are actively employed or associated with the field of industrial relations in manufacturing establishments and who are in a position to further the purposes of this society." At the outset the society numbered approximately sixteen members. The founders felt that a relatively small circle would be advisable until the society had become established on a firm footing and its probable development was more apparent.



THESE PAST AND PRESENT OFFICERS of the society have shaped its organization and guided its activities to a large degree. They are from left to right: Robert T. Collins of New Departure, president in 1947; Herbert E. Cook of Arrow, Hart and Hegeman, secretary and treasurer since 1944; Ellsworth S. Grant of the Allen Mfg. Co., president for 1945; Charles H. Anthony of the Underwood Corp., current president; and Archie Williams of the American Hardware Corp., who preceded Mr. Anthony as president last year. Missing from the group are Clemens Mortenson, first president of the society, and Morgan C. Monroe and John E. Ellsworth, who divided the same office during 1945-46.

Under the constitution a minimum of six meetings were to be held annually with provisions for special gathering whenever an appropriate occasion arose. It was agreed that these meetings should fall into one of three categories: planned discussions, research periods and talks by outside speakers.

Aside from the simple framework of the constitution, the founders of the society believed that the rules and regulations governing it should be held to a minimum. They conceived of the society as a dynamic and progressive body; they sought to avoid restrictive factors which would tend to make it static and inflexible.

They hoped the society would serve as a stimulating forum where members could exchange ideas, compare techniques and appraise their respective programs. It was hoped further that this association would aid in formulating basic principles of industrial relations which members could use as guideposts in attaining their individual objectives.

During the years since the birth of

(Continued on page 36)

IT'S OUT OF YOUR POCKET

By JAMES W. HOOK, *Chairman of the Board of Directors,* The United Illuminating Company, New Haven

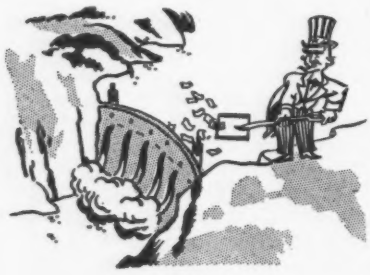
ALTHOUGH this article by a former vice president and director of the Association contains many facts with which industrial officials are already acquainted, it is being published primarily in the hope that Connecticut industrialists will republish and distribute it to their employees and community leaders as a warning to fight the rapid onrush of socialism with the loss of our freedoms following complete socialization. —Editor's note.



How would you like to be told that you must help pay the electric light bill of people living in Los Angeles, or Chattanooga, Tennessee, or Omaha, Nebraska? Tommyrot you will say! Nobody is going to ask me to do such a thing.

Don't be too sure. Whether you know it or not you're doing exactly that right now. Your taxes have helped build the government TVA in and around Chattanooga, Tennessee which to date has cost American taxpayers the fabulous sum of almost a billion dollars.

This is how it was done in Chattanooga, and if we don't look out it will be repeated in many other localities. Congress voted the money to build dams on the Tennessee River. They called the project flood control. The money Congress voted was to be raised by taxes. You paid and are paying part of those taxes. Thus you are helping to pay for the dams.



The dams were only a first step. The second step was to make the water flowing over them produce electricity. So Congress appropriated money for that also. You paid and are paying your share of this appropriation in taxes.

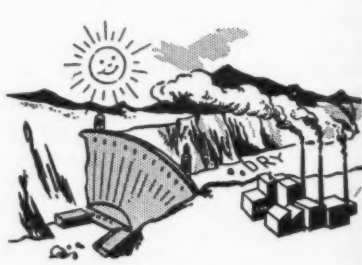


JAMES W. HOOK

The TVA sold the electricity that was made at the dams in competition with business-managed tax-paying electric plants in the same vicinity. But TVA paid little in taxes and paid interest on less than 1/12 of the money it got from the U. S. Treasury. Therefore it could undersell the tax-paying plants and take business away from them. They had to sell out to TVA and they then ceased being taxpayers. You had to help make up for the taxes they stopped paying.

It would be perfectly proper, therefore, for you to write your Congressman and protest having to pay out of your pocket part of the electric light bill of every user of electricity in the vicinity served by this government project. You could say to him that you object to giving the government money to build the plant in the first place and then being required to provide the money to compensate for the taxes and interest that the government fails to extract from those who directly benefit. You could tell him you might as well loan someone money to build a factory and from then on give him the money to pay its taxes and interest charges. It just doesn't make sense.

The amount of interest and taxes and other charges that the government does not pay on the one existing TVA is not hay. Interest alone would amount to nearly $19,000,000 annually. Taxes, local, state and federal would amount to another huge sum, not less than $20,000,000, depending upon the amount of electricity that is sold. Altogether interest and taxes could reach the tidy sum of nearly $40,000,000 annually, $38,000,000 more than the amount now charged as an expense item on the TVA books. But taxes and interest are expenses just the same.



Someone must pay them. If they are not recovered in the rates the government charges, and they are not, then all the taxpayers must pay for them not just the ones who use the electricity. That means you and me.

(Continued on page 29)

TIMETABLE TO *Utopia*

By FRED G. CLARK, *Chairman*, The American Economic Foundation.

"New Zealand's revolution at the polls took place under the same circumstances surrounding the British Labor Party victory."

WE living Americans are a fortunate generation because we have been given a chance to see first-hand the evils of socialism and thereby avoid falling into the same pit. The tribulations of our Cousin England are already beginning to be an invaluable object lesson that should certainly hang the red lantern on further American something-for-nothing-ism. But there is even a better example: our second Cousin New Zealand.

During my recent visit to that lovely land of potential plenty, I was shocked to see what had happened to the people under socialist government. New Zealand's revolution at the polls took place under the same circumstances surrounding the British Labor Party victory: the people were battling a depression; they were weary of the burdens that go with being free; the demagogues trotted out their Illusion of Abundance in the Welfare State.

When the justices of the New Zealand Supreme Court saw the basic changes proposed by the Labor Government, they were forced under the Constitution to put the brakes on the program. But the Government attacked the judges as being "obstructionists," and the people, whose freedom the court was trying to protect, went along with the Government. The court was packed with "liberal" judges, the "reforms" were approved and the New Zealand Ship of State sailed blithely out into the uncharted Sea of Deficit Spending, piloted by men who could not even read an economic sextant.

They spent and spent, and elected and elected. The alphabetical agencies sprang up like mushrooms as the people were "relieved" of more and more of their areas of initiative.

Reprinted from MANAGE Magazine, July, 1949.



FRED G. CLARK

It is probable that at no other time and place in history was there such a splendid chance to get out of working. Pensions became the order of the day. There are now the following: Superannuation Benefits, Age Benefits, Invalids' Benefits, Widows' Benefits, Family Benefits, Miners' Benefits, Sickness Benefits, Unemployment Benefits, and for good measure, Emergency Benefits. In fact, if you have enough children, the cash benefits will support you in idleness if you are not too fussy as to how you live.

One of New Zealand's New Deal contributions to society was the world's first graduated income tax—the socialistic device that cuts the uncommon man down to the common man's size and eventually destroys everybody's desire to be uncommon.

Having gotten control of the Court and the banks, the "liberals" set out to legislate prosperity and finance it with stage money. Everybody had to prosper because the law said so. The workers got more money and worked fewer hours, but the government forgot that the only way to become prosperous is to produce more. Due to this oversight at the end of eight years the material welfare of the New Zealand people was right where it was when the "liberals" took over.

During the eight years the government had, in its efforts to wring something from nothing, clamped rigid controls on both labor and management. Collective bargaining problems were placed in the hands of the Arbitration Court, which became the supreme authority. There could be no appeals to any other court. The penalties were fines and jail sentences. Labor lost the right to strike, and the "minimum" wage began to look like the maximum. Production costs went up because business could not earn enough after taxes to modernize the tools of production.

The huge volume of government paper and administrative work required to mind the people's business soon brought about 1/3 of all non-agricultural workers to the government payroll. To support this army of unproductive workers required that the productive workers had to produce 50 percent more before they could get any more for themselves. But they produced less because the increasing tax burden took all the joy out of hard work. Worst of all, there could be no savings to supply new modern tools of production, which is the basis of all industrial progress.

The government had to take more and more to pay the interest on its debts and to meet the increasing load of the social security, socialized medicine, and the multitude of state benefits. In 1932, by which time most of the "reforms" had proved unworkable, the United States was starting them over here.

(Continued on page 11)

BUSINESS and the UNEMPLOYED

By ALAN A. SLADE, South Norwalk, Connecticut.



ALAN A. SLADE

HERE'S a rip-snortin' controversial article with which many of our management readers may disagree. We pulled out a few hot coals when it crossed our desk, but it is still warm enough to furnish good basic material for a debate with yourself or with your friends at the noonday luncheon club.—Editor's note.

AMERICAN democracy does not yet guaranteee freedom from want nor does it, therefore, guarantee freedom from fear—the fear of want. The various forms of social security aggregate no more than temporary assistance to a part of the population. The rest are "on their own" or on private charity.

At our present level of spiritual development a guarantee of comfortable maintenance would be ruinous to most men. They must be driven by necessity to do their best and to save for the future. The American way of free competition provides the stern stimulant which probably ensures the best average productivity that is now possible of attainment.

But the casualties of the free enterprise system are high. Private enterprise cannot afford to build inventories in off seasons just to provide jobs. There will continue to be many unemployed for a long time to come. Technical developments, seasonal fluctuations and business misfortunes temporarily swell their numbers.

Industry and commerce have only recently given any acknowledgment that the privilege of conserving profits by the reduction of unneeded payrolls carries with it at least a moral obligation to contribute to the support of the discharged employees. And the actual contribution has been imposed by law—it was not voluntary.

To the extent that democracy, as a way of life, learns to care for its unfortunate without removing the stimulus to self help and personal independence it will prosper and defeat all the Isms that are against it. Radicalism breeds in empty bellies and hopelessness.

There is no simple solution to the problem or we would have had it by now. Periodically, in this country, supply catches up with and passes demand; then unemployment grows. It will continue to happen, so we might as well face the facts.

A reduction in the cost of government and of the tax load is not necessarily a solution to the problem as many are prone to claim. Taxes were insignificant in 1912-13 and relatively low in 1930. The eightieth congress reduced taxes but unemployment has increased since then. If $5 billion were to be suddenly lopped off the annual cost of government the immediate effect would be to put about one and one-half million persons out of work, some from civil service ranks and the rest from the payrolls of those firms that supply goods and services to the government. These would have to be reabsorbed in industry and commerce. The price reductions claimed to ensue might stimulate demand sufficiently to create the jobs that would take care of these people—and they might not!

In his article, "Participation Needed" (July CONNECTICUT INDUSTRY), Mr. John C. Cairns said, "Industry needs now the understanding cooperation of everyone." Implied therein was the thought that, with better understanding, people would acquire greater appreciation of the achievements of American industry, would be less complacent over the increasing control of industry by government and would do something about it. I think he is right but that he stated only half of the question.

Organized business looks to government for help in both good times and bad. How much more reasonable it is for the great mass of unorganized individuals to do the same!

In the face of creeping radicalism industry does now need understanding cooperation of the public—more so than ever. But industry as a whole fails to do the one thing that, more than anything else, would assure their having it. That is, to do unto others as they would be done by. "The people" as an abstraction, are "the market" and are understood as such. But they are also individuals with headaches. And the unemployed have the biggest headaches.

How many men are sufficiently concerned with the fate of those they are by circumstances compelled to release to do anything about it? When business takes effective action or even shows genuine interest in those people then business will become their natural source of comfort and they can afford to be less dependent upon government for survival. A man's ex-employer is much closer to him than his congressman or the city of Washington.

To help a man rehabilitate himself is of the essence of our democratic concept. It is good for the man because it preserves his self respect. It is good for everybody because, the sooner he is again productive the sooner he is off the taxpayers' pocketbooks and conscience.

It seems to me that, in the future the problem of the unemployed is going to center chiefly on the older men and women, more so on the former. During the last few decades life expectancy in America has increased fifteen years or more in the average. The proportion of men over forty

(Continued on page 38)

Designating Country OF ORIGIN

By HERBERT F. BEEBE

Eleventh in a series of "how-to-do-it" articles on export trade.

THE requirements of most countries with regard to designation of the country of origin fall into two classes, viz, the marking of the goods and packages and the certification on the invoice.

In most countries an indication of the country of origin is required on the article container, label or tag, provided it shows a trade-mark or other words.

It has been the common practice of manufacturers in this country for many years to mark their goods "manufactured by", followed by the name and address of the producer. However, objection was raised to the word "manufactured" as it was claimed by some that this term could be used to cover goods produced elsewhere and merely assembled here.

The most satisfactory and generally acceptable designation of the country of origin is "MADE IN U.S.A.".

Nearly all articles contain some substances not actually produced in the United States, but while the laws and regulations of countries vary as to the amount of foreign materials that may be used, it appears to be a general custom to consider it proper to indicate U. S. origin if say, 60% of the material and labor cost is of U. S. origin.

In order to provide as nearly as possible for compliance with the laws and regulations that have been and may become effective, it is best to take the most stringent of these as the basis for your marking in the hope that there will not be any additional requirements in the future.

In this category are Burma, Ceylon, India and Pakistan.

The regulations of these countries provide that the indication of the country of origin must be adjacent to and in letters as large as in any other word or trade mark. However, the requirement as to the size of the letters is not enforced provided the marking of the country of origin is clearly visible along with any other marking.



HERBERT F. BEEBE

Take for example a box or carton with printing on the top and four sides or carrying a label so printed. In order to be safe it is advisable that the indication of the country of origin appear on the four sides as well as on the top. The reason advanced for this is that boxes are often stacked on shelves, with only an end or side showing.

The requirements as to marking boxes also apply to the goods themselves, the theory being that if the article is large enough to carry a trademark or other letters, it is large enough to carry an indication of the country of origin.

One point to remember is that the indication of origin must be as permanent as any other marking and not a label that can be torn off, or pencil or crayon that can be erased.

There are naturally variations from the term "made" in U.S.A. viz "printed", "lithographed", "grown in U.S.A.", etc., depending on the product.

In addition to the marking of the goods and packages, many countries require a "certificate of origin". This is usually printed or typed on the invoice and signed by a responsible person in the company. In some instances, verification by the Chamber of Commerce is also required.

It is manifestly impossible to cover in this short space the requirements of every country and every product. The U. S. Department of Commerce has published a pamphlet entitled "Foreign Marks-of-Origin Regulations" which can be secured, together with later changes, from the export department of the Manufacturers Association of Connecticut, Hartford.

Timetable to Utopia

(Continued from page 9)

New Zealand today is an amazing place. There are several reasons why every American should visit there: one of them is that New Zealand is the image of what America is going to be if we persist in our program of "liberalism."

The first thing that struck me was the voluntary unemployment: the newspapers were full of help-wanted ads, and the pubs were full of people who did not want jobs. This was a strange sight: a strong, virile Anglo-Saxon nation in a wonderfully invigorating climate, apparently completely satisfied with a bare minimum of today's comforts.

Then I began to see the point: you can get almost as much money from the government when you are not working as you have left over after working and paying your taxes. The people work hard doing their own chores, but almost nobody works for anybody else, and if they do, it is as a member of the family.

You can't get a shoe-shine in all of

New Zealand; store deliveries are practically non-existent. It is almost impossible to get a doctor to come to your home—his office is constantly overflowing with people with everything from appendicitis to hangnails. This affects the quality of the medical service rendered because doctors with little experience can do quite as well as those who have studied and practiced for years.

This actually happened in my own family. The two year old daughter of one of my wife's sisters developed spots on her skin. The mother finally found a doctor who would come to see her. He took one look at the child and pronounced it scarlet fever and ordered the mother to send her to the Fever Hospital. The mother refused.

The next day she telephoned a doctor in whom she had confidence and asked if it were really necessary to send the child to the Fever Hospital. He said it was most advisable as it was a six weeks quarantine job and with looking after the other two children, and no help available, it was more than anyone should undertake. The mother refused again.

The next day all the spots had cleared up—it was nothing but a case of toxic poisoning as a result of scratching insect bites. But here is the payoff: scarlet fever does not start with spots. And the doctor never even took her temperature! I won't even mention what might have happened to her had she been exposed to the Fever Hospital.

There is almost nothing that people can do without a government permit. Almost every business transaction involves permits. You must have a permit to build a house, and the government tells you how big it can be and how much land there can be around it. It took six months for a friend of mine to get permits to add two badly needed rooms to his house.

Fortunately the New Zealand soil is so bountiful that there is plenty to eat without working too hard, but it is shocking to see the apathy that has settled over a splendid cross-section of one of the world's most productive races of people. They live under a sort of benign dictatorship, and the great majority seem to have lost their innate desire to progress. It seems as if "economic security" has acted as a sort of opiate.

There is relatively little open criticism of the government, particularly on the part of businessmen, because it just isn't healthy: those magic permits that come only from the government bureaus might stop coming.

As I traveled all through the country, the thought kept coming back to me: "These people are so much like Americans that their way of life seems impossible."

But then I heard another thought: "If the American people lived under the same conditions as long as the New Zealanders have, the Americans would probably do exactly the same thing."

New Zealand has reached the end of its trip to Utopia— for what that kind of life is worth, they have it. But America's time-table to Utopia is behind that of New Zealand: we have been traveling down the same road on a slower schedule, and fortunately we still have time to throw a switch and change our destination.

So You've Been Wondering About the Value of a Bulletin Board?

(Continued from page 6)

Some years ago, we at the Marlin Firearms Company realized the urgent need for a closer relationship between our management and our workers. Investigation and study showed that an intimate communication medium was necessary to develop good public and personnel relations at the employee level. We consequently designed a bulletin board—not an ordinary "catch all" bulletin board—a bulletin board well appointed with a glass enclosed chromium frame that could accommodate letters from top-management to employees which let our workers in on the "ground floor" of company policies, plans, and the "know-why" of operations and actions. This bulletin board was also constructed so that safety messages and posters, good will bulletins, requests for employee suggestions and attitudes, and employee educational material could also be displayed. The attention-getting factor of this bulletin board is a panel-space for the inclusion of a 12½" x 19" current newspicture which is changed three times a week. This current newspictorial has proved to be an invaluable aid in sustaining permanent employee interest in the bulletin board and the material posted for employee interest and assimilation.

In fact, this experiment in the utilization of bulletin boards as a potent communication medium in developing constructive public and personnel relations on the employee level proved so successful that inquiries from other manufacturers began to appear in our mail. This outside interest grew to such proportions, on the part of other industries in their requests for information as to how they might institute a similar bulletin board program for the development of their employee public-personnel relations program, that it led to the organization of The Marlin Industrial Division. Today The Marlin Industrial Division serves over 2,500 different industrial subscribers who have discovered the outstanding communications merit of the bulletin board as a communication implementation of their employer-employee personnel and public relations planning. This pioneering effort, we are proud to proclaim, is another "Connecticut First."

The utilization of bulletin boards in promoting better public and personnel relationships between management and labor, when properly maintained and administered, has become of incalculable value among the various media of employer-employee communication. Many firms with operating facilities in different locations have developed a plan of instruction for the use of the managing executives of their branch plants on the proper use and coordination of bulletin boards. Among others, there is an operating folder issued to the branch managers of McKesson and Robbins, titled, "Improving Employee Communications—Using Bulletin Boards Effectively". The Borden Company issues to the various executives responsible for their bulletin board operation a manual on "The Care and Feeding of Bulletin Boards".

Modern industry is slowly awakening to the realization that all media serving as a communications line to employees is a prerequisite in the status of enlightened management, and the proper use of bulletin boards is a communication "tool" with top-drawer rating on their list of priorities.

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NEW YORK 19, N. Y., 250 West 57th St., COlumbus 5-4870
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NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

GILBERT W. CHAPMAN has been elected president of the Yale & Towne Mfg. Co., Stamford, succeeding Calvert Carey as the sixth president of the 81-year-old lock and materials handling equipment company. Mr. Chapman, who has been serving as vice president in charge of finance, was formerly president of the American Water Works Company.



GILBERT W. CHAPMAN.

Joseph A. Horne, chairman of the corporation's board of directors also announced that Fred Dunning will continue as executive vice president and that Otto G. Schwenk will continue to serve as vice president in charge of production.

In line with the firm's reorganization program, aimed at more efficient control of operations at the Stamford Division, three new appointments to key manufacturing and engineering posts were announced by Mr. Schwenk.

A. H. Golden, the corporation's patent attorney, has been temporarily assigned to reorganize the engineering functions with the title director of engineering; Harold E. Nagle, general superintendent since 1947, has been named works manager; and James H. Eddy, since 1945 a member of the vice president's staff, has been appointed to the newly created post of director of industrial engineering.

★ ★ ★

PLANS TO MOVE the executive and staff headquarters of the Connecticut Light and Power Company from Hartford to Berlin in about two years have been revealed by President R. H. Knowlton.

Mr. Knowlton disclosed that preliminary steps have been taken to acquire a site for the new headquarters in Berlin, which he termed centrally located in respect to the widespread territory served by the company. At present the offices of the president, board chairman, financial officers and the general accounting department are located in Hartford, while the sales, public relations, engineering, operating, research, purchasing and administrative vice presidents, are located in Waterbury.

★ ★ ★

PRESIDENT S. W. FARNSWORTH of the Torrington Manufacturing Co., Torrington, has revealed that the company has purchased the assets and business of the Burden Co., of Los Angeles, California.

Mr. Farnsworth said that the purchase was effected to promote sales of the company's air impeller products in southwestern United States, and that a wholly-owned subsidiary, the Torrington Manufacturing Co., Burden Division, has been formed to carry on the business.

The Cover



"FEATHERBEDDING" while picking the Baldwin apple crop from the family tree in West Hartford. Photo by Bo and Joan Steffanson.

PAPERBOARD SINCE 1850 — FOLDING BOXES SINCE 1895

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BILLINGS LIFE-TIME WRENCHES meet the trade in the right way.

SOMETHING REALLY NEW AND DIFFERENT in counter displays has just been developed by The Billings and Spencer Company, Hartford to introduce the firm's new line of Billings Life-Time Wrenches, made exclusively for the hardware trade.

The Billings Magic-Clerk Counter Dispenser occupies the equivalent of one square foot-of counter space. The principle of the magnetic field was used as the medium for holding the wrenches on display. Two steel rails between which are set magnetized blocks of steel furnish the necessary holding power.

Twelve of the new wrenches, engineers' and combination styles, are held by the magnetic rails, five of the 45° box wrenches are displayed on bent wire frames with baked-on enamel finish. The remainder of the 66 wrenches, 49 of them, are placed on pockets or partitions on the back of the display. A rich royal blue color for the background accentuates the silver tone of the wrenches.

The display manufacturer who is producing the Magic-Clerk in quantities is using the most modern methods of the display makers art to the end that each Magic-Clerk will be another credit to the name Billings and a means of repeat profits to hardware wholesalers and their retailers.

THE RECENT INSPECTION of the now-abandoned Chance Vought Aircraft plant in Stratford by a special representative of the U. S. Commerce Department, is the first step in that department's endeavor to expedite the reopening of the plant to provide employment in the Bridgeport area.

Thomas E. Murphy, the Commerce Department's representative, stated that Connecticut officials will be advised if government loans are available to convert the plant for the use of other types of industry if no aircraft manufacturer can be persuaded to take over the site. He conferred with Chamber of Commerce and labor union officials in the Bridgeport-Stratford area and with Lieutenant Governor William T. Carroll and Professor Philip Coombs of Amherst, the Governor's new research director.

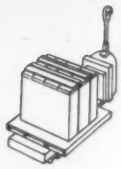
★ ★ ★

CHARLES M. KEARNS, JR., has been appointed engineering manager of Hamilton Standard division of United Aircraft Corporation, East Hartford, according to an announcement by Erle Martin, general manager. Mr. Kearns fills a post left vacant when Mr. Martin became general manager in August, 1946.

In directing the activities of the entire engineering organization. Mr.

Largest stock of
MATERIAL HANDLING EQUIPMENT
in New England

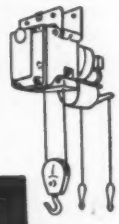
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Hand trucks, lift trucks, fork trucks, stackers. A RIGHT truck for every job.



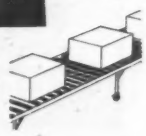
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Track, trolleys and switches, plus shop facilities for any specialties necessary to make it fit your application.



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Portable or permanent installations with power boosters to make operations automatic.



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CHARLES M. KEARNS, JR.

Kearns will be assisted by Carl F. Baker, chief engineer. Mr. Kearns joined Hamilton in 1936, and was placed in charge of the intensive vibration studies in progress during 1937 and 1938. In the latter year, the studies resulted in the development of the first practical method for measuring propeller vibration stresses in flight.

Mr. Kearn's achievement was honored with the Lawrence Sperry award of the Institute of the Aeronautical Sciences in 1939, and again in 1942 by the Franklin Institute, which bestowed the Longstreth medal. In June, 1942, Mr. Kearns was appointed chief research engineer, heading the division's entire research program. He continued in this capacity until his promotion to assistant chief engineer in October, 1946.

★ ★ ★

DURING APRIL, MAY AND JUNE of this year Connecticut manufacturers and dealers furnished $14,095,159 worth of equipment, materials and commodities to the Federal Government. Leo A. Gleason, regional director of the U. S. Labor Department's wage, hour and public contracts division, said that transportation equip ment valued at $8,471,797 constituted the major federal purchases in this state.

Other commodities furnished by Connecticut firms during the three months' period included:

Food and kindred products, $114,330; textiles and apparel, $638,467; wood products and furniture, $48,576; coal and petroleum products, $26,916; paper and allied products, $34,777; products of printing and publishing industries, $26,130; rubber products, $89,247; metals and basic metal products, $704,886; machinery (except electrical), $601,790; electrical machinery and apparatus, $88,808; fabricated metal products, $420,722; and ordnance and accessories, $1,846,977.

★ ★ ★

AMOR P. SMITH, vice president and secretary of the Russell Manufacturing Company, Middletown, has been elected president of the Friction Materials Standards Institute, Inc.

The Institute was incorporated in the state of New York for the purpose of continuing the publication of the industry's data book, formerly published by the Brake Linings Manufacturing Association, now dissolved.

The Institute will make available to its members technical assistance through the publication of data relat-

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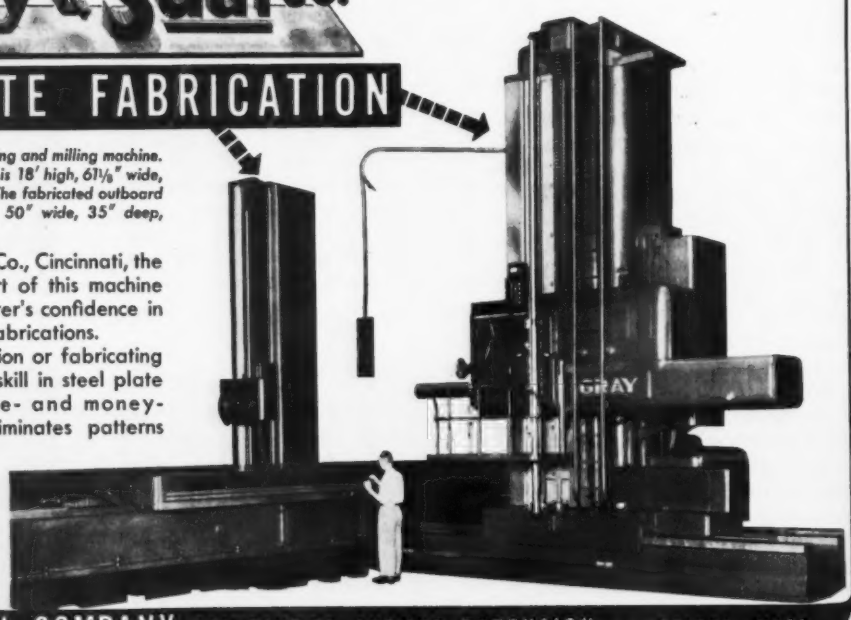
STEEL PLATE FABRICATION

Planer-type horizontal boring, drilling and milling machine. The fabricated column on the right is 18' high, 61⅛" wide, 66¼" deep, weighing 16½ tons. The fabricated outboard arbor support is 16' 5½" high, 50" wide, 35" deep, weighing 5 tons.

Made by the G. A. Gray Co., Cincinnati, the column and arbor support of this machine testifies to the manufacturer's confidence in Avery and Saul quality fabrications.

If you have a construction or fabricating need, investigate A & S skill in steel plate fabrication — the time- and money-saving process which eliminates patterns and castings.

Check with A & S engineers for specifications and recommendations.



AVERY and SAUL COMPANY 115 RINDGE AVENUE EXTENSION CAMBRIDGE, MASS.

ing to detailed specifications of brakes and clutches, and engineering information as to sizes, types and drilling patterns where required by brake linings and clutch facings.

It was revealed that this information would be supplied to the members in the form of blue print specifications and through the publication of its data book and special bulletins.

★ ★ ★

THE APPOINTMENT OF JACKSON E. BEIGHLE as assistant sales manager for Sikorsky Aircraft Division, United Aircraft Corporation, has been announced by B. L. Whelan, general manager.

Mr. Beighle has been with the corporation's helicopter division since July, 1946 and has concentrated on military sales. Prior to joining the Sikorsky organization he was in the rotary wing section of the Air Force.

★ ★ ★

FIVE PROMOTIONS AND ADDITIONS in the sales department of Arrow-Hart & Hegeman Electric Company, Hartford, have been announced by Percy C. Smith, vice president and director of sales.

Howard J. Varley, sales manager of the appliance division, has been promoted to assistant director of sales of the entire company; Gordon Britt, will succeed Mr. Varley as sales manager of the appliance division.

P. T. Galt, Jr., has been named to head the industrial controls division; Charles H. Tuttle appointed sales manager and John C. Ellis, assistant sales manager of the latter division.

★ ★ ★

THE RESIGNATION OF Frank E. Wolcott as chairman of the board of directors and general sales manager of the Silex Company, Hartford, has recently been announced.

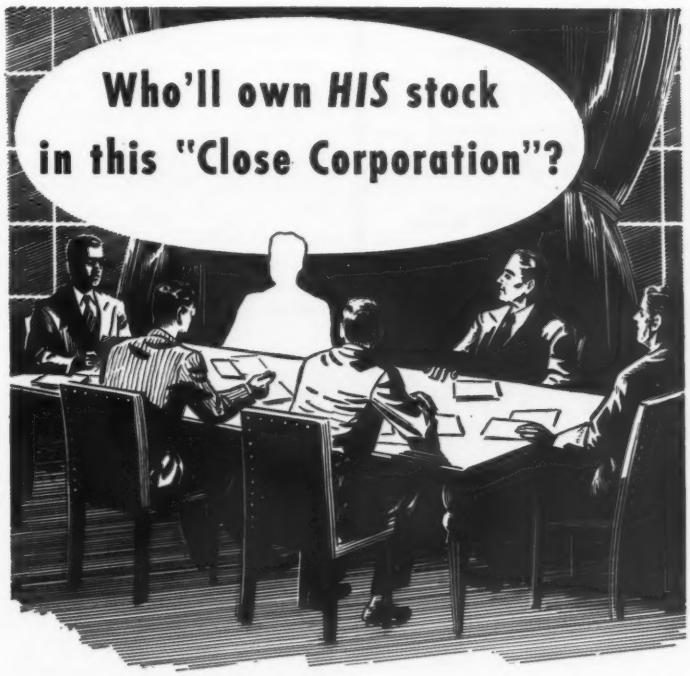
Mr. Wolcott has filled many important positions in the company for the past 20 years, including those of the general sales manager, president and chairman of the board of directors. He will continue his interest in the firm as a director.

★ ★ ★

CLAYTON E. SMITH, of Torrington, vice president of the Connecticut Power Company, Torrington Division, and the Torrington Water Company, died recently.

A native of Torrington, Mr. Smith has been associated with the utility companies there for many years. He leaves his wife and a sister.

MEMBERS OF CONNECTICUT'S PUBLIC UTILITIES COMMISSION, accompanied by Connecticut Light and Power Company officers, directors and invited guests, recently



If your business is incorporated, with the stock closely held by the active members, what will happen when one of them dies?

Unless there's an agreement to the contrary, his heirs can demand their proportionate share of profits without working for it. Even without experience, they can demand a voice in management. Or they can sell the stock to anyone, even a competitor.

The only sure way to avoid such troubles is to make a purchase agreement providing that the surviving shareholders will have the right to buy the stock of a member who dies. Life insurance on the owners is the ideal method of providing the money needed to buy out the heirs.

The cash value of the life insurance is **a valuable asset.** If the stockholders live to retirement, the life insurance can supply pensions for them.

The Connecticut Mutual has helped with hundreds of close corporation life insurance arrangements. We have a special department devoting full time to this type of work. Telephone or write, today, for our free booklet, "The Value of Business Life Insurance to the Close Corporation". No cost or obligation.

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made a routine inspection of the company's improved and expanded Montville steam power plant and Essex office and service building.

The Montville plant, which has undergone extensive improvements during the postwar years, is located on the Thames River about six miles above New London, and provides electric power for most of eastern Connecticut.

The tour was conducted by R. H. Knowlton, company president and C. L. Campbell, chairman of the board of directors. Included in the group were Public Utilities Commissioners Eugene S. Loughlin and Henry B. Strong, Commission Secretary Raymond C. Schneider, and Commission staff members F. J. Duchelle, E. C. Neusse, and J. S. Collins.

★ ★ ★

THE EVENTUAL SOLUTION of the problem of the foreign trade gap, caused by our exporting more than we import, will depend upon America's willingness and ability to develop an import surplus, it was concluded in a study by a group of Tufts College economists for the National Association of Manufacturers.

In releasing the study, Earl Bunting, managing director of the NAM, said that at the recent meeting of the International Chamber of Commerce in Quebec, the NAM delegation was impressed with the preoccupation of the world business leaders with this trade gap.

As defined by the Tufts group, an import surplus "need not mean that our exports decrease." Most countries are suffering from the gap between their import requirements from the United States and their means of paying for them, the study said, adding that the term "dollar shortage" has become another way to describe the foreign trade gap.

Emphasis was placed on the importance of restoration of multilateral trade, which, the Tufts group said, "should be the chief aim of American policy," and would make our adjustment to an import surplus materially easier.

"If private capital is expected to move again freely between countries we must discontinue foreign aid in forms of gifts as soon as feasible. Another decade of grants-in-aid of the order of magnitude of many billion dollars would probably do more harm

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than good. Instead of rebuilding the international capital market, it would make the deficit countries so used to gifts that they would not want to borrow any more."

★ ★ ★

A NEW SERVICE TO INDUSTRY has just been announced by The Fuller Brush Company, Hartford. The company's machine division is now equipped to design and build special brushing equipment exclusively for a customer's requirements. This will provide a machine more efficient and economical to run than a make-shift arrangement on some other piece of production equipment in the customer's plant.

Some of the processes developed to date include the removing of silver nitrate and paint from the face of mirrors; applying stains on wooden panels, removing the soft grain in wooden panels, leaving the hard grain to give a third dimensional effect; removing the glossy surface on plastic paneling to give a rich satin finish; and general cleaning operations on various products that are subjected to dirt, dust and oil accumulations during processing.

★ ★ ★

CHARLES B. PARSONS, president of the American Hardware Corporation, New Britain, has announced the resignation from the company of Vice Presidents James P. Baldwin and Royal M. Bassett. Mr. Parsons revealed that this action resulted from changes in the administrative structure of the company due to present and contemplated consolidation of various functions of the corporation.

Mr. Baldwin joined the Corbin Screw Division as assistant to the factory manager in 1920. He was promoted to assistant superintendent on May 1, 1935, and became general manager and vice president in charge of the division in 1944.

Mr. Bassett joined the Corbin Cabinet Lock Division in 1937 as sales manager and was promoted to general manager four years later. He was made vice president of the division in 1943.

★ ★ ★

IN BRIDGEPORT, manufacturers will receive added opportunity to sell material to the U. S. Air Force as a result of a Commerce department drive to aid employment in certain sections of the nation.

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If you contemplate a new plant, a new layout for an old one, designing new machinery, tools, dies or gages, put it up to us. Our complete civil, mechanical and electrical engineering facilities, with responsibility centralized in one organization, serving many industries, can help you to keep abreast of the times.



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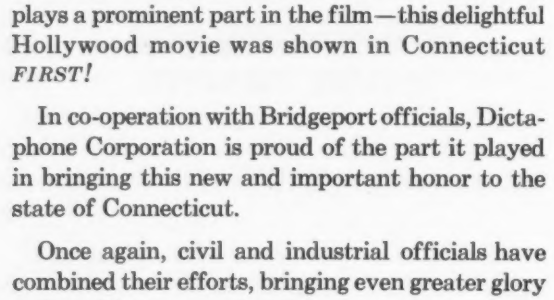
New Honors For Connecticut!

THE MOST IMPORTANT World Première in the history of Connecticut took place recently when Paramount agreed to open its new Bing Crosby hit, "Top O' The Morning," in Bridgeport.

Through the efforts of Dictaphone Corporation —whose amazing new product, the TIME-MASTER, plays a prominent part in the film—this delightful Hollywood movie was shown in Connecticut *FIRST!*

In co-operation with Bridgeport officials, Dictaphone Corporation is proud of the part it played in bringing this new and important honor to the state of Connecticut.

Once again, civil and industrial officials have combined their efforts, bringing even greater glory and credit to a proud state.



Dictaphone Corporation

BRIDGEPORT, CONNECTICUT

Manufacturer of the revolutionary TIME-MASTER dictating machine

The new arrangements provide weekly lists of material to be bought by the Air Material Command's procurement division. The lists will be posted on the main bulletin board in the Bridgeport post office.

Instructions on how to apply for bid sets, nearest references for blueprints and specifications, directions on becoming a registered source of supply for Air Force items and an invitation to apply for an explanatory booklet on procurement procedure will also be provided.

To obtain the Air Force booklet, "A Guide for Selling to the United States Air Force," which contains a complete digest of the necessary steps to become contractors, manufacturers may write to the Air Material Command, Wright-Patterson Air Force base, Dayton, Ohio, attention MCPAXC. The pamphlet will be sent without charge.

★ ★ ★

CHARLES B. GREEN, employment manager of the Bristol plant, New Departure Division of General Motors, retired recently after more than 33 years' service with the firm.

In 1916 he entered the employ of the company as assistant superintendent of the shipping department and three years later became head of that department. In 1927 he transferred to the personnel department.

Mr. Green serves as vice president and a member of the board of directors of the Bristol Federal Savings and Loan Association. He has devoted considerable time to community projects particularly those affiliated with the Bristol Community Chest and the American Red Cross.

★ ★ ★

IT HAS JUST BEEN ANNOUNCED that the Russell Manufacturing Company, Middletown, has made plans to open a subsidiary plant at Bennettsville, South Carolina. President George M. Williams said a study has disclosed that it would be more economical to establish the southern plant than to buy or build additional facilities in Middletown.

Reasons listed in favor of the South were abundant power and water, the tax rate, proximity to major raw materials, supply of workers and the "generous offer made by the citizens of Bennettsville." The plant would be built and financed by a group of local businessmen there and would contain

54,000 square feet of space and employ about 135 workers at first. It would be known as the Russell Products Company.

★ ★ ★

AN IMPORTANT DEVELOPMENT in the field of machine tool accessories has just been announced to the metal working trade by The Jacobs Manufacturing Company, Hartford. The new product is a hand-wheel operated Spindle Nose Lathe Collet Chuck which employs the company's new rubber-flex collet.

The collet employs a new basic principle of design vastly different from the conventional split steel collet which has been used by industry for generations. The Jacobs rubber-flex collet is made up of hardened steel jaws bonded and mechanically locked together by synthetic rubber.

As the rubber assumes all flexing, the jaws maintain a solid contact between the collet seating cone and the work, and their long bearing surfaces are always parallel to the bar or shank being chucked.



THE JACOBS SPINDLE NOSE LATHE COLLET CHUCK WITH COLLET IN PLACE.

The company claims that one of the outstanding features of the new chuck is the impact mechanism which is employed to open and close it. Instead of being tightened by pure friction, a simple hammer blow is dealt to the handwheel to either open or close the chuck as tightly as necessary. Its maker emphasizes these outstanding features: gripping power, accuracy, collet range, durability, ease of operation, safety and economy.

The collets are shipped in a set of two durable, moisture proof, plastic boxes which can be attached to any collet rack. They are also shipped in individual containers.

★ ★ ★

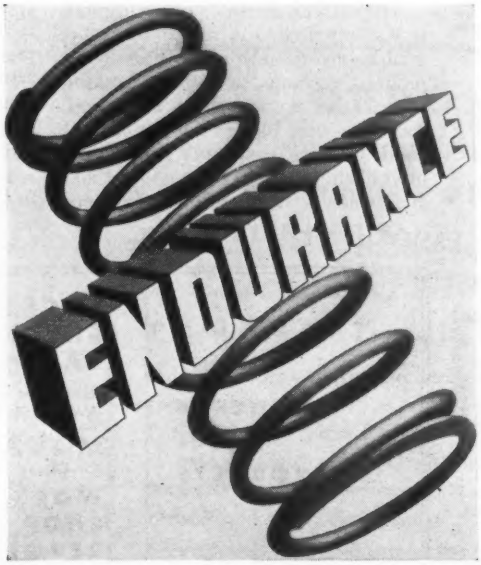
THE HELICOID GAGE DIVISION of American Chain & Cable Company, Inc., Bridgeport, has just announced the release of a revised edition of their Helicoid Gage catalog.

The new 16-page catalog explains in detail how the Helicoid Gage operates and at the same time familiarizes users with the various parts, including the unique Helicoid movement.

Also included is complete information on the Korex Bourdon tubes, external point adjuster, all of the standard gage accessories, case designs, dimensions and shipping weights.

★ ★ ★

THE ADDITION OF A NEW LINE of stencil duplicating supplies has been announced by Underwood



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Corporation. Included are stencils, inks and correction fluid. Featuring a dull, velvet finish, the stencil provides excellent visibility, appearance and contrast. They are designed for long reproduction runs, and are said to be especially strong for stylus work in drawing forms and illustrations.

The ink is soluble in water, thus permitting an operator to wash off stains with ordinary soap and water.

The Underwood correction fluid is packaged to prevent evaporation and waste, and a camel's hair brush and burnisher are part of the regular kit.

★ ★ ★

ACCORDING TO A SURVEY conducted recently by the National Industrial Conference Board, most of the 175 manufacturing companies surveyed reported an adequate supply of working capital for 1949 and into 1950.

Most executives expressed satisfaction with their companies' capital structure. Executives confronted by the large amounts of capital tied up in inventories were said to feel that their capital structure will adjust itself as inventories are reduced.

The current dearth of equity capital, it was reported, has forced many organizations to rely more heavily on retained earnings to furnish working capital and finance plant expansion. Tax laws were blamed for the lack of equity capital frequently, and executives believe that tax amendment and a "less hostile" attitude of government toward business might stimulate the flow.

Many executives urged alleviation of the shortage of equity capital through governmental economy in spending. Also, they called for less governmental propaganda about "exorbitant profits," and more of an understanding by the larger labor unions that "adequate profits are a necessity in maintaining a business."

★ ★ ★

THE BRISTOL COMPANY, Waterbury, has just published a bulletin describing its new combustion safeguard, known as the Bristol Electric Pyrotrol.

The new bulletin describes the application of the Pyrotrol in protecting gas-fired ovens, furnaces, kilns, boilers, dryers, kettles, and other similar industrial heating equipment from the danger of gas explosions during ignition, operation and shut-off.

The Pyrotrol is said to perform all of the operations of lighting a gas appliance that are recommended for absolute safety. If the normal operation fails at any step, the lighting up cycle stops and closes any valves that have been opened. If, at any time, the power supply should fail, the entire system is shut down in a safe manner.

The safeguard shuts off all gas, lights signal, sounds alarm, and makes relighting impossible if any tube or relay in the Pyrotrol fails to function in its normal manner.

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THIS HUGE WATER PUMP CASING cast in four parts at the Farrel-Birmingham foundry, Ansonia, is made of high strength GM Meehanite metal and weighs 121,050 lbs., the smallest of the four sections weighing 21,900 lbs. and the heaviest 36,200 lbs. The casing is one of five units that Farrel-Birmingham is furnishing Worthington Pump and Machinery Corp. for 84-inch vertical volute pumps, each with a capacity of approximately 350,000 gallons of water per minute when pumping against a normal head of 197 feet at 180 RPM. Each pump will be driven by a 22,500 HP motor and when installed in the Tracy Pumping plant, Central Valley Project, California, will be capable of furnishing about two and one-half billion gallons of water every twenty-four hours for the purpose of irrigation.

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FREDERICK A. FIELDER, engineer and designer of machine and metal products, has been appointed general manager of the Bar-Way Co. of Stamford, manufacturers of high pressure, streamline hose couplings.

A graduate of the University of Arizone and Georgetown University, he was affiliated with Army and Navy ordnance departments for six years prior to World War II. He designed and developed hydraulic machinery used in Navy ordnance gun mounts, and small arms weapons, ammunition and airplane mounts for the Army.

Commissioned a lieutenant in the Navy in 1945, Mr. Fielder was assigned as resident inspector of naval materials at the Worthington Pump Co., at Holyoke, Mass., and the Waterbury Tool Co., Waterbury. More recently he has been chief engineer of the National Manufacturing Corp., New York.

★ ★ ★

IN AN EFFORT TO DETERMINE ways of relieving the unemployment situation in the Meriden area, thirty-three representatives of industry met with officers of the Connecticut Development Commission, and represen-

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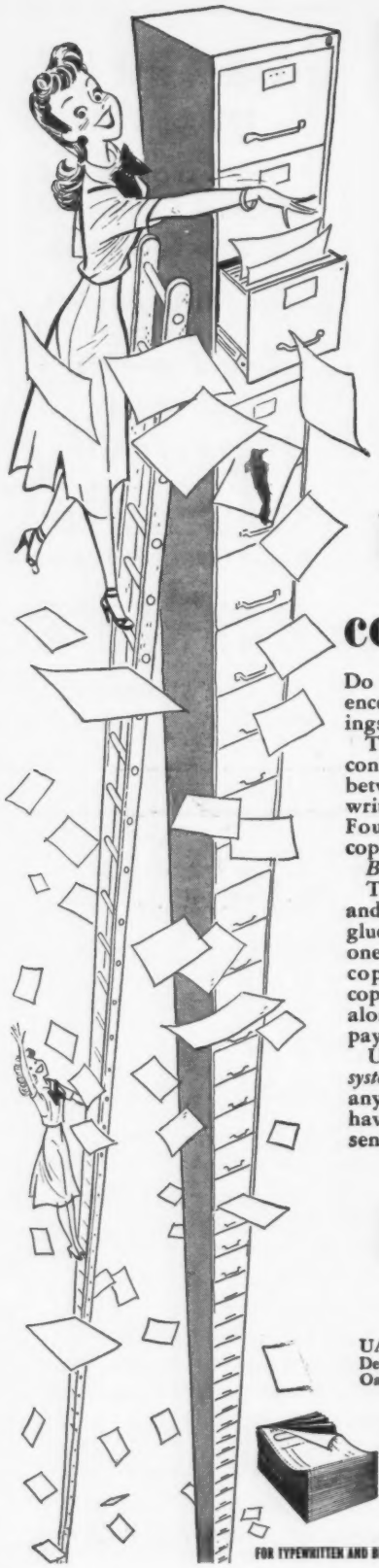
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tatives of the Department of Commerce recently.

At the meeting arranged by the Meriden Chamber of Commerce, William H. Beck, chief of the machinery division of the U. S. Department of Commerce, asked the manufacturers to outline capacities and needs of their plants. They will receive top bidding priority on all government contracts.

★ ★ ★

THE PENFIELD SAW WORKS, INC., has recently been moved from Bristol to a new modern structure in Thomaston. Manufacturing is now confined to one clear floor area with excellent light, heavy floor, and adequate power distribution. Equipment may be economically moved for adaptation to changing conditions and methods. Unique electric heat-treating equipment has been designed and built within the company.

The company was established in 1834 at Bristol by Irenus Atkins for the purpose of making circular gin saws for advanced models of Eli Whitney's Cotton Gin. During the past 100 years the firm has developed the manufacture of fine circular saws.

The firm now manufactures circular saws for cutting wood and metal, as well as many other diversified products such as plastics, ice, ice cubes, bread and foodstuffs. Other products are paper knives, chain saw guide bars, thin flat heat-treated ground specialties, discs, and dials for machine builders.

★ ★ ★

AN IMPORTANT PLACE in the field of television is now occupied by the Gray Research and Development Company, Inc., as a result of the firm's development of the Gray sound effects console.

The new Gray unit is expected to bring to the television stage realisms that will contribute to program enjoyment for viewers and will ease the burden of program directors and sound effects engineers.

The Gray console makes possible use of the current variety of sound recordings at the conventional 78, 33 1/3 line plates, 45 or specially made discs. There are three turntables being continuously variable from 10 to 130 revolutions per minute. It has four special tone arms, each equipped with a miniature lamp to serve in locating the exact spot for the playing stylus.

The company states that orders for the unit now on hand call for full production schedules through November.

★ ★ ★

THE DAGMAR CHEMICAL COMPANY, INC., Glenbrook, has recently announced a new complete line of clear and colored lacquers to the industrial finishing trade. The company's primer surfacers, in grey, white and brown, are said to have excellent filling properties and good adhesion to wood or metal.

When applied to metal it has sufficient adhesion and flexibility so that the coated metal can be given a 180 degree bend and the primer surfacer will adhere without flaking off.

The complete line of lacquer enamels developed by the firm have been designed for use on wood and metal, and for both indoor and outdoor use. Its makers suggest thinning the enamel approximately 40% for spray application.

According to company officials, they are equipped to meet special demands of the finishing trade in the plant's laboratories.

★ ★ ★

OFFICIALS OF THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY have announced that the recent offer of $10,000,000 additional capital stock of the company has been successfully completed.

Approximately half the proceeds of the issue are being used for the repayment of temporary loans which have been used to finance the extensive telephone construction program which is under way throughout the state. The balance will be expended before the end of 1949 for the continued extension and improvement of Connecticut's telephone service.

★ ★ ★

ALBERT S. REDWAY, president of The American Paper Goods Company, Kensington, has announced the appointment of Warren Young as general sales manager. Mr. Young is a native of New Britain. In 1930 he joined the accounting department of The American Paper Goods Company, and in 1935 was transferred to the sales department.

From 1941 to 1945 he was located in the Atlanta, Georgia office as sales representative in the southeastern ter-



IN AN EMERGENCY ROOM of the Yale & Towne Stamford Division plant hospital, Dr. Lawrence Bergeron, newly appointed plant physician, assisted by Mrs. Jean Hooker, R.N., treats an injured employee while Miss Rita De Salvo, R.N., takes the pulse of an employee who has become ill while at work. Consisting of a large reception room, two emergency rooms, a dental clinic, an X-ray and diathermy room, consultation rooms, a pharmaceutical room, a room for fitting safety shoes, and a nurses room, the plant hospital received 30,000 visits from employees in a year for emergency treatment of injuries and illnesses sustained in the plant and for personal health counsel.

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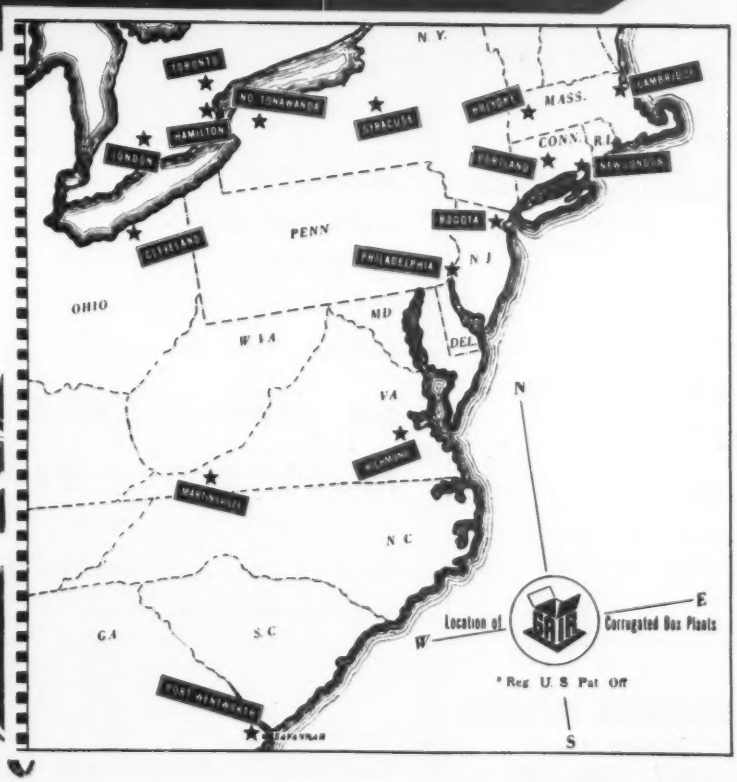
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ritory. Since January, 1946, he has held the position of director of sales, Paper Cup and Container Division, with headquarters in New York.

★ ★ ★

THE WORLD'S FIRST amphibious landing gear for helicopters, providing floats for water and wheels for land, has been developed by Sikorsky Aircraft for the United States Air Force, and has been certificated for commercial operation by the Civil Aeronautics Authority.

With the new amphibious gear on the H-5H helicopter, operational and power-off landings are being made with equal facility on water or on the ground, according to General Manager B. L. Whelan.

In addition to the new amphibious gear, Sikorsky engineers have redesigned locations for three rescue litters in which injured may be transported. Litter compartments run from side to side, two in the front cabin and one in the space at the rear of the engine.



FIRST HELICOPTER IN HISTORY to be equipped with amphibious landing gear, the Air Forces Sikorsky H-5H lands on a sandbar. Above the open door is seen the hydraulic rescue hoist.

THE HARTFORD CHAPTER of the National Office Management Association has recently announced an interesting and educational program for

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the year 1949-1950. The meetings are scheduled to be held at the City Club, Hartford, with a social at 6:00 P. M., dinner at 6:30 P. M. and the program at 7:30 P. M. The year's program is as follows:

October 17 — Educational Night. "Education—Key to Accomplishment" by Hugh Wichert, President of NOMA, and associated with Fairmont Foods Company, Omaha, Nebraska.

November 14—Top Management Night. "Employee Security Benefits" by William N. Seery, Supt. of Agencies, Life, Accident and Group Dept., Travelers Insurance Company, Hartford.

December 12—Anniversary Night. "Psychology and Modern Management" by Dr. Marion A. Bills, Assoc. Secretary, Ætna Life Affiliated Companies, Hartford.

January 9—Panel Discussion. "What an Office Manager Expects of a Salesman and What a Salesman Expects of an Office Manager." Sales Manager will be represented by G. H. Davis, Dictaphone Corp., C. L. Minton, Underwood Corp., and W. W. Galvin, Jr., Marchant Calculating Machine Co., Office Managers by R. S. Hutchinson, North & Judd Mfg. Co.; Roy S. Mason, The Fuller Brush Co.; and W. B. Umberfield, G. F. Heublein & Bro., Inc.

February 13—Past President's Night. Subject and speaker to be announced.

March 13—Insurance Night. "The Human Relations Phase of Personnel Management" by Norman C. Davis, Personnel Director, Burlington Mills Corp., New York.

March 27—Special. Plant visitation, The Connecticut General Life Insurance Co., Hartford.

April 10—Research Night (At the Indian Hill Country Club). "Visual Performance and our Occupations," R. A. Sherman, Manager, Occupational Vision Department, Bausch & Lomb Optical Co., Rochester, N. Y.

April 21—Special. Annual Ladies' Night.

May 8—Annual Meeting. "Controlling Office Costs in the Small Office," by F. L. Haskell, Wallace Barnes Company, Bristol.

The Association, which was founded in 1919, now has chapters organized in more than 110 cities in the United States and Canada, with an enrollment of over 9,000 members.

The officers of the Hartford Chapter are President, Walter Harrison, Wallace Barnes Co., Bristol; First Vice President Carroll D. Forristall, Factory Insurance Association, Hartford; Second Vice President Palmer L. Dickinson, Ætna Life Insurance Co., Hartford, Secretary, Dana W. Hayward, Colt's Manufacturing Co., Hartford, and Treasurer Russell S. Hutchinson, North and Judd Mfg. Co., New Britain.

It's Out of Your Pocket

(Continued from page 8)

The Tennessee River project is called the TVA. These three letters symbolize government flood control projects. One has been proposed for the Missouri River, another for the Columbia, another for Central California and still another for the Connecticut. Many others have been hinted at. If Congress authorized the government to build them then you can look forward to helping pay the light bills of the customers they serve.

But this is only part of the plan. If the rest of it is authorized by Congress your burden would be further increased. It comes about this way. Water power plants can run only when there is water. And in dry periods there is a shortage of water. If the dams are to control flood waters in rivers they must be empty enough when the flood comes along to hold it in check. This means that during much of the time there is not enough water in the dams to run the generators that make the electricity. People, of course, want electricity all the time not only when floods are raging.

To meet this situation the government has proposed a third step. It wants Congress to appropriate more money to build more auxiliary steam power plants in the vicinity of the dams. Water power would be used when water is available and steam power when it is not. This means that two plants would be necessary—not one—and would add enormously to the cost which you and I and other taxpayers would have to pay.

With facilities available to produce electricity at peak load continuously the year around the government would be in the electrical utility business, competing on an unfair basis with pri-

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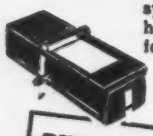
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vate plants and at substantial public expense. As already pointed out it would pay practically no taxes—charge no interest. Private plants who cannot omit these expenses and taxpayers like you and me consider this unfair. They know these expenses are present and should be provided for. Moreover they know that they must be paid for. It is hard for them to understand why the government should collect these expenses from all the people, rather than only from those who get the benefit. Private industry, of course, cannot do this.

If you were asked if you believe in socialism you would probably say no. Yet that is what the TVA is. It takes money from all the people and distributes it to the few. It says to you, "You're too thrifty. We're going to take away some of your earnings and give them to someone else. Someday we may take something away from them and give it to you, but it's no promise."

Don't think the government has not gone far in this direction. In the social field it has gone a long way. To implement these social objectives the government is beginning to lay a heavy hand on the earnings of you and me and everyone else. Taxes even now take over 25% of the national annual income.

A curious thing about flood control in the Tennessee Valley (TVA) is that the new dams have flooded forever many more acres than were ever flooded by the worst floods before the dams were built. It would have been much less costly if the whole area had been converted into a park and the inhabitants moved off. This situation was well known to the engineers before the dams were built. Then why were they built? Could the answer be that a government power project was being sold to the public in the guise of flood control?

Confirmation that this is exactly what was being done is shown in the history of the joint flood control compact that some ten years ago was entered into by the states of Connecticut, Massachusetts, Vermont and New Hampshire. When this compact was sent to Washington for ratification by the Congress as the Constitution required, the administration succeeded in persuading Congress to turn it down.

Why did the administration oppose this compact? Simply because it would have deprived the Federal Government of any jurisdiction over the power potentialities of major New England streams. Here was proof that electric power is the prime objective of those in government who shed crocodile tears in behalf of flood control.

A bill has been introduced in Congress to authorize the Federal Government to survey the Connecticut River Valley to appraise its potentialities for power production. Other discussions are in progress in connection with the Merrimac River in New Hampshire and many other rivers throughout the country. Public power is the ultimate objective of everyone of them. Flood control is the seasoning that makes them palatable to the public.

"Eternal vigilance is the price of liberty." "Liberty from what?" you may ask. Why liberty from government overlordship of course. The kind of liberty that the human race has been fighting for since the dawn of history. The same kind of liberty our country was founded on one hundred and seventy-three years ago. It is the most precious possession we have. We must not let it get away from us.

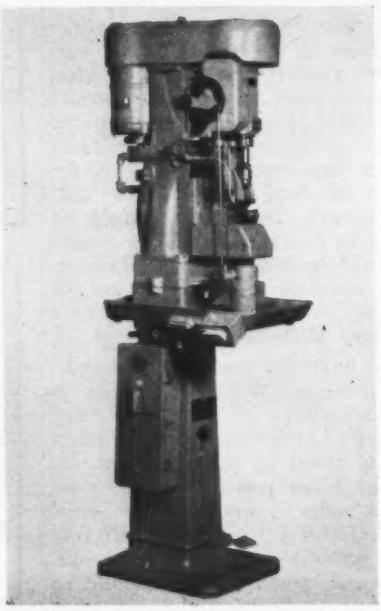
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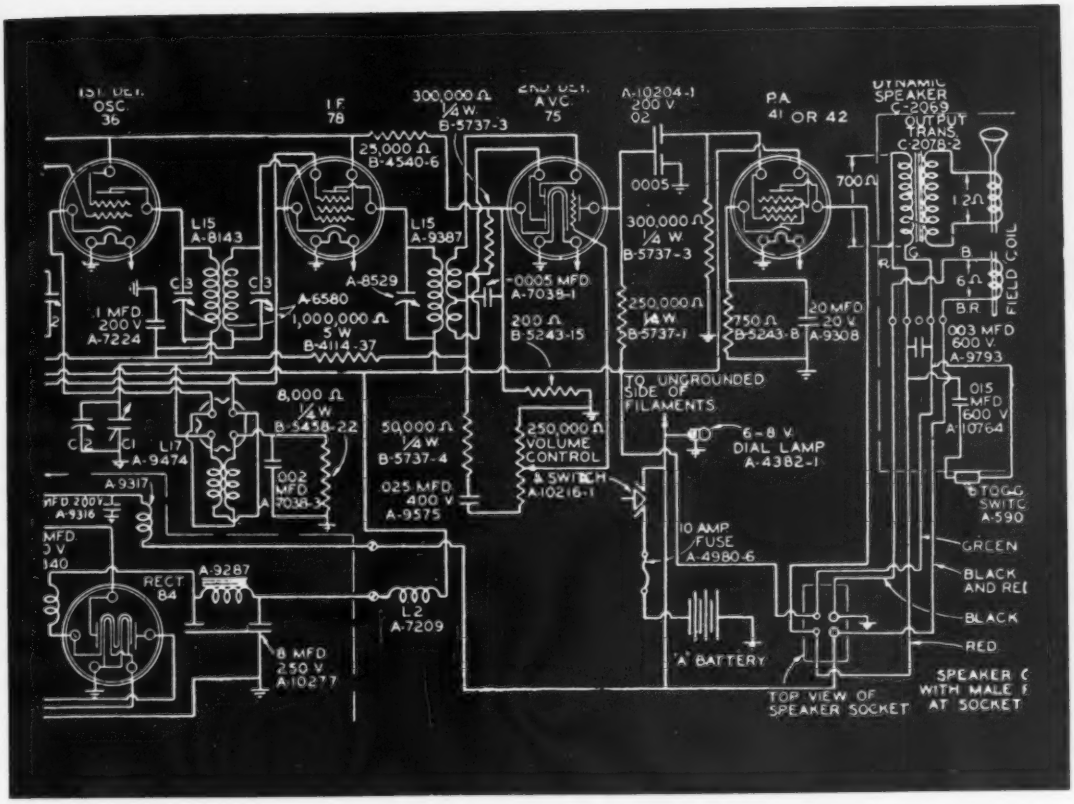
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TRANSPORTATION

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Traffic and Export Manager

WE here in New England have been caught between two philosophies of increasing railroad revenue or at least reducing the alleged losses suffered by the carriers in their handling of less-than-carload shipments. The idea of most of our New England railroads was to eliminate the loss by cutting out its principal component, pick-up and delivery service. This was to be accomplished by either eliminating the service altogether or charging the customer for its use. The balance of the carriers in Official Territory (east of the Mississippi and north of the Ohio and Potomac Rivers) prefer to greatly increase the freight rates on less-than-carload shipments moving less than 750 miles. This placed the shippers of New England in the untenable position of being forced to pay under both philosophies if approved by the Interstate Commerce Commission. This was true because while our New England railroads were a small minority and were not joined in their ideas by the majority of the railroads in Official Territory, they were forced, because of the method of rate compilation and publication, to go along with the majority and request the increase.

Being caught in the middle, our only course was to oppose both philosophies. Our opposition to the pick-up and delivery proposal is now history. Although not intended to be, it appears to have turned out to be a delaying action at best.

The other philosophy, known as Docket No. 29770, will be the subject of hearings in Washington, D. C. the end of this month. The docket is not a new proposal, although it does contain some new features. Two years ago hearings were held and at that time the Commission did not approve the proposal. The railroads, however, have since been successful in getting the Commission to reopen the docket for reargument. Ironically, at the same time these negotiations have been going on, the Interstate Commerce Commission has been holding hearings and actively investigating pick-up and delivery and small shipments (not further defined but usually considered to be 300 pounds or less) on a nation-wide scale. This investigation has been going on for several years and involves the motor freight carrier as well as the rail carrier. The final hearing is now scheduled to be held in Washington, D. C. beginning January 10, 1950. What its decision will be or how it will affect these other proposals is, of course, not known.

Despite the fact that much has been said in the press and elsewhere to the effect that Ex Parte 168 heralded the end of increases in freight rates, at least on rail movements, the Connecticut shipper should not be fooled. Being a state of predominantly less-than-carload shippers, these other proceedings may have a more profound effect on our transportation habits than did the general increase cases, even though the majority of our products were subjected to more than twice as much of an increase as the average shipment.

Neither should the shipper be misled by the present situation with motor freight rates. The Bureau of Accounts and Cost Finding of the Interstate Commerce Commission, having divided the motor carriers of New England into six areas, in securing information concerning costs of operation from each group in order to compile a formula that will be the basis for future hearings concerning the level of commodity rates. Presumably this work will be finished by the end of this year and hearings will be scheduled shortly thereafter.

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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

Tax Treatment of Research and Development Costs

SINCE the end of the war, many companies are once again carrying on research and development projects which they were restricted from doing during the war-production period. Many other concerns are being forced to spend money for this type of expenditure in order to keep pace with their competitors. Whatever the cause is for such a program the question of, "What will be the attitude of the Bureau of Internal Revenue?", will arise in the mind of each of these taxpayers.

In answer to this thought provoking question there appear to be three categories in which such expenditures may fall, namely, results of research and development known to be successful, results known to be unsuccessful and the results of which cannot definitely be determined at the moment.

In the first instance, if such expenditures reoccur annually over a period of years and thus indicate that this is a normal activity of the taxpayer, it is quite likely that the Bureau will allow the taxpayer to deduct or capitalize such costs in conformity with their regularly established accounting procedures. In the event, however, that the taxpayer is a relatively new concern, and as such, has no precedent of established accounting procedures, it is unlikely that the Bureau would allow the deduction of substantial research and development costs when such were known to be successful.

With respect to projects, the results of which are known to be unsuccessful, it makes no difference to those taxpayers who have established the practice of reducing income by such amounts, as to whether they are charged off as "expenses" or "losses". However, where the taxpayer has consistently followed the practice of capitalizing research and development costs, and they are known to be unsuccessful at the close of the year, they may be deducted from income only as "losses". In this instance, the taxpayer must prove conclusively that the project was a failure during that year. More substantial evidence than a bookkeeping entry will be required, i.e., complete discontinuance of work on the project, authorization of such decision by corporate officers, scrapping of models, abandonment of equipment, etc.

Where the results of research and development costs are indeterminate at the end of the year, it is reasonable to expect the Bureau to allow this cost to be deducted by a taxpayer which has established its accounting and tax treatment for successful research and development costs. Where the taxpayer has no established procedure for accounting for this type of expenditure, the taxpayer should be prepared to demonstrate that it is common practice in its particular type of business, to charge off costs of research and development having indeterminate results.

In conclusion, if your company is constantly involved with research and development costs and your accounting treatment of these costs is such that it is the method which most clearly reflects income, the Bureau will more than likely accept a similar tax treatment of them. On the other hand, should your company be newly organized or embarking upon the field of research and development for the first time, it would be well worth finding out what others in the same type of business are doing accounting-wise and taxwise with these costs. If the amount involved is substantial, and thus the ultimate procedure adopted would have considerable bearing upon the financial position of the company, a request for formal approval of your plan by the Commissioner would be prudent.

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Oh, those Liberty Mutual people looked after us well. And when Jack was finally up to it, a wonderful thing—a miracle—happened. They asked me to bring him to their Rehabilitation Center in Boston.

"Pretty silly," Jack grumbled that first night. "That long trip just to play checkers." But his eyes flashed their first spark of interest in weeks. "Those checkers are as big as bean pots, and you slide them across the floor on a checker board as big as this room. You move them with your foot. After a while I can stoop down to move 'em."

"You . . . stoop down!"

They did something to Jack—not just to his hurt body with heat and whirlpool baths and all those gadgets. To his mind. In their workshops, they showed him that he *could* work again.

So Jack is a man again. There's a long, happy life in our future which Jack will meet heads up. I'll never forget his pride when he said, "Look, Mary, I can *work* again!"

* * * *

Liberty Mutual founded The Rehabilitation Center in 1943 to develop, under medical direction, techniques to restore injured workers to useful employment. So far, 1230 seriously injured men and women have been treated. Of those whose treatment has been completed, 860 have returned to work. Rehabilitation is another way in which Liberty Mutual sets the pace to help workers live safer, more secure lives.

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BUSINESS TIPS

from

School of Business Administration

University of Connecticut

Better Supervision Through Merit Rating

By ARSEN DANN EMERZIAN*

ONE of the foremost contributors to the present strength and universality of the union movement has been the misuse of supervisory authority. Under non-union conditions, workers became conditioned to supervisory irregularities. Departments were often-times "hot beds of intrigue" with much worker effort expended in "getting the good favor of the boss". Where this atmosphere of hypocrisy and injustice existed, the individual worker was in many cases helpless.

Unionism offers a large measure of escape from this element of harsh and arbitrary supervision in that it substitutes a structure of rigid, well-defined procedures in many areas of operation for the largely uncontrolled discretion of supervision. Responsibility for the direction of industrial activity as it involves direction of workers still rests with supervisors, however, control of some of these activities, formerly handled on a unilateral basis, is now shared by both management and unions. Foremen, who make decisions within their sphere of authority, are subject to critical review by higher management and union leadership. This is the basic characteristic of present day employee-employer relations where-in management must live within the framework of those sections of the union contract specifically dealing with the management of many of these activities.

One of the most basic practices of modern personnel relations is the supervisory evaluation of employee performance. This technique, widely known as merit rating, purports to usefulness in the areas of employee compensation, promotion, transfer, demotion layoff, and discharge. In short, it endeavors to determine employee job status by evaluating the employee's position within his present job as well as his relationship to other jobs.

Probably the most glaring weakness of modern merit rating administration is reflected in the paucity of firms which compel a discussion of the completed rating with the employee rated. This condition leads many workers to feel that the merit rating practice is merely one of the necessary evils which doesn't possess much importance in the organization. Without the practice of review of the rating with the employee concerned, supervisors might well release favorable or disfavorable reports predicated upon their personal bias. In addition, merit rating can be of little aid to the progress of the employee if he is not cognizant of his weaknesses.

Discussion of Ratings Necessary

It is the thesis of this article that a frank discussion of merit ratings with employees is an integral part of a good merit rating system, and that, if this procedure is included, will develop a better, more enlightened supervisor.

Although discussion of merit ratings with subordinates is a controversial issue, it appears that the negative side of the argument rests heavily upon the weaknesess of the system and/or supervision. Some circles claim that ill-will, poor morale and open animosity will be created by arguments which are certain to occur over the ratings. These arguments can easily lead to a loss of temper on the part of the supervisor particularly if he is unable to justify his ratings or is poorly prepared to conduct the discussion. As realistic as these claims may be, it seems that the possibility of their occurrence rests entirely with the system itself. If the system is poorly constructed, is of little importance in the organization, supervisors will spend little effort in obtaining valid ratings. The fireworks start when the employee feels that he has been misrepresented.

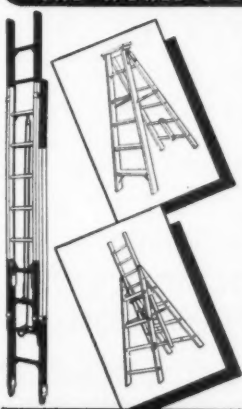
Supervisors Forced to Know Subordinates

By requiring that merit ratings be discussed with subordinates, the super-

* *Assistant Professor of Management.*

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visor is forced to know his workers in that the discussion immediately places him on the defensive. The worker can question any particular rating for which the supervisor must have a satisfactory answer. In order to obtain these satisfactory answers, the supervisor must have had to devote more time in observing and understanding those for whom he is responsible, and thus is forced into working harder at being a good supervisor.

Managerial Control of Ratings

Some supervisors may see fit to give good ratings to favorites or to those who would give him considerable trouble if they received a low rating. There is no employee control over "over-ratings", because very few people are critical of being praised. Therefore, management must establish some system of control over supervisors giving too high a level of ratings.

One system of control is to force the normal curve of error upon the distribution of ratings. It can be assumed that a normal group of workers would arrange themselves along the pattern of the normal curve. If the supervisor feels that his group contains more superior people than is normally expected for a group of that size, he would be forced to review these ratings with his immediate superior. Again the supervisor finds himself on the defensive, proper handling of which largely rests upon the degree to which he knows and understands his subordinates. Thus skewness of the ratings to the right (too many high ratings) is controlled by higher management, and skewness of the ratings to the left (too many low ratings) is controlled by the workers and the union.

There is no greater motivating force for a worker than the feeling that his supervisor *knows* and *understands* him. For then he feels assured of a fair judgment and of a reward in proportion to his performance. Merit rating with a frank discussion of ratings with subordinates can force supervisors to know and understand their workers; it can force them to work harder at being good supervisors, and thus can make for better supervision.

Hartford County Industrial Relation Society — Its Origin and Growth

(Continued from page 7)

the society these hopes have been amply realized. From the small group of original members the number increased to a peak of forty-seven. Each year outstanding figures in the field of industrial relations have addressed gatherings of the society. Throughout this period the society also undertook and completed several studies of practices in personnel administration and labor relations prevailing in Hartford County. The results of each study were carefully analyzed and proved of material benefit to members in assessing their own programs. In addition to these activities, many illuminating discussion periods were held during which effective solutions were advanced for sundry vital problems confronting members.

As a direct outgrowth of this comprehensive program, the society's influence has grown progressively and recognition of its work has become increasingly widespread. The manifestation of this fact was climaxed only recently by a merger of the Central Connecticut Industrial Training Association with the society. The two organizations united in June to become the Connecticut Industrial Relations Society which promises to encompass a much broader sphere of activity in the light of its doubled resources.

In review the past six years reveal the society's record to be one of substantial achievement. Signal confirmation of this record came earlier this year as a result of a contest on personnel association programs conducted by the "Personnel Journal." On behalf of the society an entry was submitted by the writer covering the program activities, education and research executed during his tenure as president. This presentation was awarded third prize in the nation-wide competition which marked the contest. Such noteworthy recognition augurs well for the continuation of the original society progress to date in promoting a broader knowledge and understanding of the fundamental principles which characterize modern industrial relations.

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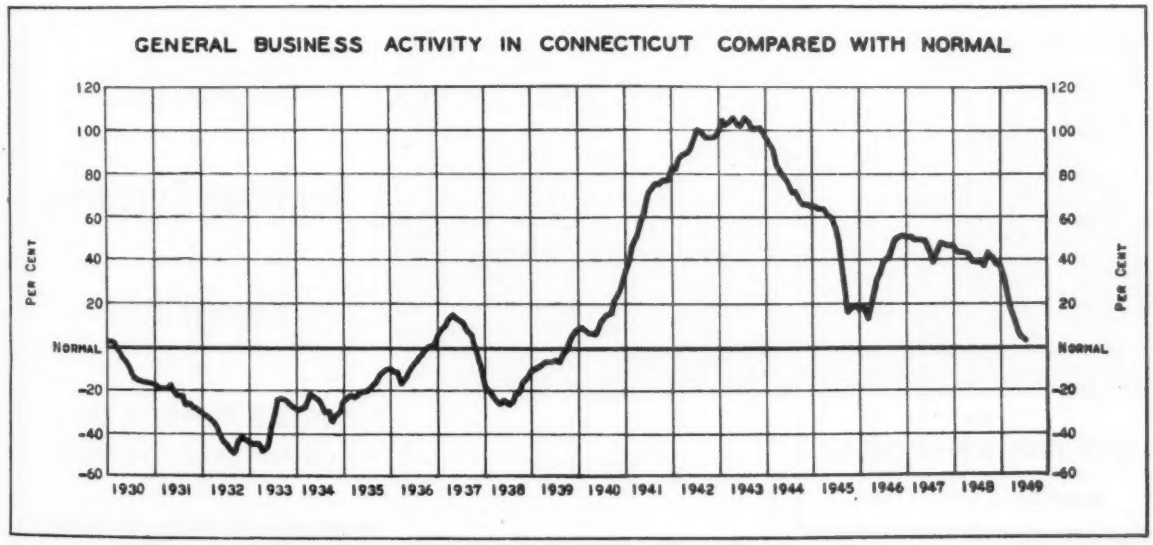
A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

In July the index of general business activity in Connecticut declined two percentage points to an estimated 3% above normal. After falling off approximately six points a month in each of the first five months of this year the smaller decreases of three points in June and two in July give support to the general impression that the sharp slide in industrial activity experienced in the early months of this year is being checked, at least temporarily. Among the various components of the index, manhours reflected the most noticeable decrease as a result of vacation shutdowns by many of the State's manufacturing concerns. Employment also dropped as some of the workers on vacation received no pay for all, or part, of the period and therefore were considered as laid off. The index of freight shipments moved sideways in July, activity in the cotton mills picked up as part of a general improvement throughout the textile industry, and construction activity was higher than it had been since January of this year. The United States index of industrial activity declined for the ninth consecutive month to an estimated 5% above normal. The national and state indices are now within two points of each other.

The July index of manhours worked in Connecticut factories is estimated at 4% above normal, a decrease of five points from the preceding month. As has been the case in recent years, an increasing number of industrial concerns closed down for one or more weeks during July, thereby causing a substantial reduction in total manhours worked. According to the State Department of Labor's monthly report of hours and wages, the average hours per week for those who were working at the middle of the month was 38.2 as compared with 37.8 for the previous month. Average weekly earnings rose correspondingly from $51.72 to $52.21 as basic hourly earnings at $1.37 remained unchanged from June.

Although the index of manufacturing employment in Connecticut fell off in July for the tenth consecutive month the one point drop was the smallest since November of last year. The actual decrease which did occur in non-agricultural employment during July was due principally to vacation closings and was distributed pretty generally throughout all categories of manufacturing employment except food, and publishing and printing. Non-manufacturing employment remained the same as in June with gains in construction, communication and insurance being offset by losses in trade and government.

The index of construction work in progress in Connecticut advanced again in July to an estimated 21% above normal. Following a lull in the awarding of new building contracts in the early months of this year there has been a noticeable pick-up during the past two or three months sufficient to raise the index sixteen percentage points. While present volume of new awards is still below that of the past three years it is nevertheless well above normal and relatively good for this season of the year. In addition to better than average demand in private building there has been an increase in the placing of contracts for public works as a means of stimulating business activity and thereby absorbing some of the labor released by manufacturing industries.



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In July the index of cotton mill activity in Connecticut recovered nine points to an estimated 12% below normal. This advance together with a small gain last month have raised the index to the best standing so far this year. After three post-war years of better than normal activity which built up fairly high inventories of textile products, the cotton mills along with other textiles plants were among the first to feel the effects of the current business recession. In the Fall of 1948 the Textile indusry employed some 42,000 persons in Connecticut, principally in the eastern part of the state, and was averaging 39 hours of work per week. By July of this year employment had dropped to 35,000 and the work week was down to 37 hours. This rapid increase in unemployment caused the eastern section to be one of the hardest hit areas of the State.

Throughout 1946-47-48, cotton consumption was uniform at just over 5,000 bales per month whereas for seven months of this year the monthly average has been about 3,500 bales. Spindle hour activity has followed a similar pattern with the three year average being 105 million hours per month and the 1949 average showing a drop to 80 million hours. Whereas actual volumes for July remain comparable with the other months of this year, after seasonal adjustments they reflect a somewhat better situation. There is some feeling among textile people that inventories of finished goods are now on the low side, that prices are more stabilized, and that there are prospects for some improvement in the textile industry this fall.

Business and the Unemployed

(Continued from page 10)

the whole population has risen greatly as a result. This fact, coupled with the rigid attitude of employers toward age limits, can have but one result. Unless these men can be put to work the social security load will be terrific.

A man of forty or over who is out of a job is in a bad spot. Unless he has built a reputation in sales, finance or plant management, or has both capital and an idea for going into business for himself, he may become a charity case. A glance at the employment ads or a few words with any employment agency confirms this fact. Even many top executive positions, those requiring the exercise of good judgment and the capacity for generalization, rather than speed and endurance, are closed to such men.

The employment agencies are no help. They do not create jobs. In any recession their chief function is to effect replacements, exchanges that benefit the employer but do not increase the number employed.

Public works make some jobs, of course, but they offer the most numerous opportunities to the class of skilled artisan rather than to the white collar class who need help most.

Some further agency must be brought into being to deal effectively

(Continued on page 52)

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By OPAL HILL MUNZ

Our American Way of Doing Business . . . II

A UNIT OF STUDY (for the fifth and sixth grades)

OUR economic freedoms are a part of the American heritage and they will stand or fall, sink or swim, with our political freedoms, the other part of our heritage.

We have time-tested proof that our political freedoms depend upon our economic freedoms and that both are vital and essential for a free society.

We have time-tested proof that when a free economy compromises with a planned economy both economic and political freedoms disappear.

We have time-tested proof that the standard of living and national security of different peoples vary according to how much or how little government action dominates economic life.

The American way of doing business, like the American way of governing ourselves, is founded upon the dynamic and democratic principle of individual freedom.

We believe that an individual has the right to acquire and use private property, to accept the best job available at the highest rate of pay, and to earn and use profits, as long as his activities do not infringe upon the rights of others.

To be able to work for one's own profit has from the beginning been a pillar in our economic system, and a major human incentive for accomplishment and achievement.

William Van Till emphasizes this truth in his book, *Economic Roads for American Democracy:*

"It is freedom to seek opportunities for profit and material advancement which has released the vigor, initiative, inventiveness, and ingenuity that have characterized the American economic system. . . .

"Restrict the freedom in any way and you will kill off these qualities and get the kind of lifeless economy typical of authoritarian civilization.

"There is no substitute for the profit motive as an incentive to make men achieve. There is no substitute for freedom."

Our founding fathers recognized this truth and in Article IX of our Bill of Rights, and in words of unmistakably clear meaning, they protected our right to do business in a free economy:

> "The enumeration in the Constitution of certain rights shall not be construed to deny or disparage others retained by the people."

Since that historic day we have seen the profit motive, under the American way of doing business, abused on occasion. But just as our government operates under a system of checks and balances so does our economy operate under a system of checks and controls. Although we have always believed that government's main role is to see that people obeyed private property rights and did not break the laws, we have found that we can raise barriers against abuses through democratic processes without sacrificing any of our economic freedoms.

In recent years our American way of doing business has been under severe attack by totalitarian leaders who reject the free enterprise system of



MISUNDERSTOOD NECESSITY—The term "profit" is more misunderstood and abused than any other in the business vocabulary because people do not know why profit is necessary to maintain the great industrial economy of our nation.

Photograph by Charles Phelp Cushing; plate courtesy STET, house magazine, The Champion Paper Co.

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production in which business is conducted by individuals or groups of persons for profit.

These attacks have become so vicious that thoughtful people all over America have been aroused to the need of restudying our way of doing business, of learning what its strengths and weaknesses are, and of rallying to its defense.

Paul G. Hoffman, chairman of the Committee for Economic Development, has this to say about the question:

"The greatest contribution any businessman can make toward stability is to operate his business profitably. Every businessman owes his major responsibility to his stockholders, his associates, his workers and his public. Only a profitable business can offer security to its employees. Speaking parenthetically, it is high time we devote time and thought in bringing about public understanding of the role of profits in a free economy."

Ruth Wood Gavin makes this sane observation in a book entitled, *Education for Economic Competence.*

"The importance of educating the oncoming generation to understand the economic structure and to participate effectively as producers, consumers, and citizens in its operation and control has impressed itself upon many thoughtful minds. . . .

"The economic structure is a mystery, not only for the child but to many adults. To dispel this mystery constitutes perhaps the greatest challenge that faces the schools in a democracy. . . .

"This belief that education for this purpose must begin in the earliest years of schooling and continue well into adulthood has been expressed by various scholars."

It is important that our children have as clear an idea about our economic freedoms as they have about our political freedoms.

It is important that they understand that if we abolish the profit motive under our American way of doing business, the only alternative would be some form of totalitarian government under which the state would control all the capital.

It is important that they understand that totalitarian government controls on business inevitably lead to a loss of freedom and a lower standard of living.



OLD TIME ECONOMY—Transition over the past century from a largely agrarian to a great industrial economy occurred so smoothly that people were unaware of the basic factors involved, failed to keep pace in their thinking.

Photograph by Charles Phelp Cushing; plate courtesy STET, house magazine, The Champion Paper Co.

Scope

This study, and the succeeding seven, are prepared with the thought of providing material to teachers that will help them direct the economic education, so that he will recognize the worth of our American way of doing business, understand its weaknesses and strengths and be motivated to defend its good points and do something to correct the bad ones.

In developing this unit of study on the right to reward for effort and accomplishment, the second of a series of nine studies on OUR AMERICAN WAY OF DOING BUSINESS, stories and factual material should be used about our American background to show the factors that were responsible for the development of the profit motive as a basic principle of our economic freedoms.

(1) Stories of how serfs of ancient and medieval times lived out their whole lives, from the cradle to the grave, on the same piece of ground, which they were never allowed to own or till for personal profit. How the major part of the produce of the land went to the feudal lord.

(2) Stories that show how as feudalism declined men began to sell their own goods and their labor in the open market at whatever profit the goods and labor would bring.

(3) Stories that show how early colonists in America owned their own land and farmed it without having to give some feudal lord a major portion of the yield.

(4) Story of how England tried to dominate and control the economy of this country, and our way of doing business, by trying to force the early colonists to supply raw materials and markets only, while England did the manufacturing and selling.

(5) Stories of how the colonists quarreled with England about these restrictions on our way of doing business.

(6) Stories of taxation without representation and of the Boston Tea Party to show how the feeling of rebellion finally exploded into a Revolutionary War.

(7) Story of the Revolutionary War with emphasis on the thought that the war was fought as much for economic freedoms as for political freedoms.

(8) Story of how we got our Constitution and our Bill of Rights. Call special attention to Article IX which was drawn to protect all rights not specifically mentioned in the other Articles. Explain how Article IX has been interpreted to mean protection for our economic freedoms, such as the rights of a business man to get a fair and reasonable profit from his investments, and of the working man to get a fair and reasonable wage for his labor.

(9) Story of the large trusts of the 1870's and 1880's, and their unfair business practices. How controls were placed by the people, through democratic processes, upon these trusts without sacrificing any of our economic or political freedoms.

(10) Story of how in 1876 Chief Justice Waite of the United States Supreme Court, ruled that the people, through democratic processes, had a right to require fair business practices of the nation's businessmen. How this attitude has colored the whole fabric of our economic life from that day to this.

General Purpose

The general purpose of this unit of study is to supplement and enrich the school curriculum.

Besides the textbooks already in use, these additional ones will make excellent enrichment source material: *Economic Roads for American Democracy*, Van Til, McGraw-Hill; *Business*, a pictorial study in the *Building America* series, Americana Corporation, 2 West 45th Street, New York; *The Pageant of America, Volume V*, Makers of a New Nation, Yale University Press, New Haven, Connecticut; *Economic History of the American People*, Bogart, Longmans, Green and Company, New York; *Economics*, F. R. Fairchild; *Modern Economics*, Chapters Two, Three, Four, also page 567, Macmillan Company, New York; *Elementary Economics*, Fairchild and Furniss, Macmillan Company, New York. (Consult books on economics for additional material on profit motive, and history books for help in arranging the suggested American background stories.)



CHANGED WORLD—Today we live in a complicated world of wages and salaries, profits and losses, capital and labor. We must catch up in our economic education if we are to enjoy a productive era of industrial peace.

Photograph by Charles Phelp Cushing; plate courtesy STET, house magazine, The Champion Paper Co.

Aims

The specific aims of this unit are:

(1) To show how our American way of doing business has developed.

(2) To show that the profit motive is one of the basic elements of our American way of doing business.

(3) To help the pupil understand the weaknesses and strengths of our way of doing business.

(4) To help the pupil compare our way of doing business in a free economy with other nations' ways of doing business under a planned economy.

(5) To help the pupil understand how our way of doing business in a free economy is superior to the way of doing business in a planned economy.

Launching the Unit

To launch this unit of study we submit the eleventh installment of our series story about Antares, the star-boy, who is living on earth and learning about our American way of life.

The Story: An Old American Custom

When Mr. Hall came home from work Thursday night he found his son, Benny Mac, and the star-boy, Antares, sitting in the middle of the living room floor surrounded with books, pencils and pads of writing paper. Both of them had discouraged, unhappy looks on their faces.

"What's the matter?" Mr. Hall asked, playfully thumping each boy on the head. Then he started to sing:

"School days, school days,
Dear old golden school days . . ."

"There's plenty the matter," said Benny Mac gloomily, ignoring Mr. Hall's playful mood.

"We're to write a composition on Our American Way of Doing Business," said Antares, "and we can't get started on it."

"Besides," said Benny Mac, "Why should we bother our heads about our way of doing business? That's something for grown people to worry about, not boys and girls."

"Well, I don't know about that," said Mr. Hall thoughtfully. "Everybody depends on business for a living . . . boys and girls as well as men and women. It's a pretty good idea, seems to me, for boys and girls to learn something about where their bread and butter comes from."

"But you have to be grown and in business for yourself, or working for somebody, to understand much about our way of doing business," objected Benny Mac. "That's something you learn by doing."

"I disagree," said Mr. Hall. "You don't have to wait until you're grown to start practicing our way of doing business."

"Meaning what?" asked Benny Mac.

"Meaning," said Mr. Hall, "that boys and girls can learn to make wise choices. They can learn to spend their allowances wisely. They can learn skills in buying and investing. They can even learn to save and keep accounts and use banks."

"I'm afraid Antares and I wouldn't get much practice on our measly little old allowance," suggested Benny Mac gleefully.

"If you'd stop buying that girl down the street with five freckles on her nose so many Eskimo Pies, you'd make out all right," said Mr. Hall.

Antares laughed. He made a round hole of his mouth and stuck his tongue out through it like a corkscrew at Benny Mac. "That's one time you were talking when you ought to have been listening," he said.

"That's the boy," said Mr. Hall. "You stay on my side, Antares."

"No fair, two against one," protested Benny Mac, grinning.

At this point Mrs. Hall came into the living room. She sat down near the radio and turned it on.

Soon the voice of a man could be heard telling the Bible story about the parable of the talents and of the master who went away and left his three servants to look after his business.

"To one of the servants the master gave five talents," the voice said. "To another servant the master gave two talents. And, to the third servant the master gave one talent.

"The master was gone a long time. When he returned he learned that the servant with the five talents had doubled them by wise trading and wise investment. The master learned that the servant with two talents had doubled them by wise trading and wise investment. So the master complimented the two servants on their wisdom and good business sense, and gave each one of them better jobs.

"The servant to whom the master had given only one talent was too scared to do anything with it, so he buried the money in the ground and left it there. The master was displeased and was harsh with him.

"The man who hid his talent wasn't an enterpriser."

Suddenly Mr. Hall stood up from where he had been sitting on the floor with Benny Mac and Antares. He started walking rapidly back and forth across the floor, snapping his fingers excitedly.

"What in the world is the matter with you?" asked Mrs. Hall, as she reached out and turned off the radio.

"That man with his story has just given me an idea of how to keep these boys from wearing themselves to a frazzle writing a composition for Miss Hamilton," he said.

"Oh, yeah!" said Benny Mac skeptically.

"Sounds heavenly," said Antares, "but I don't think it'll work."

"No," said Benny Mac, "when Miss Hamilton says write a composition for tomorrow she doesn't mean maybe."

"We shall see, we shall see," said Mr. Hall mysteriously. "I can tell you more about it, after I've made a telephone call."

"To Miss Hamilton?" asked Benny Mac.

"To Miss Hamilton," answered Mr. Hall.

With that Mr. Hall went into the next room where the telephone stood on a little table, and closed the door behind him.

Benny Mac and Antares waited in silent excitement. They could not imagine what Mr. Hall had on his mind, but they knew it probably would lead to some kind of adventure.

Soon the door swung open again and Mr. Hall came back into the living room smiling broadly.

"Did she fall for your charms?" teased Mrs. Hall.

"Hook, line and sinker," said Mr. Hall. "Put away your books and pencils and writing paper, boys, there'll be no composition writing tonight."

"Lucky for us," said Antares, "but how about Bob and Jerry and Irene and Mary and the rest of the gang?"

"Lucky for them, too," said Mr. Hall. "Miss Hamilton is phoning them this very minute to say the com
position deal is off."

"Am I awake or am I dreaming?" asked Antares, pinching his own arm

"Tell us more," urged Benny Mac.

"Miss Hamilton and I have a plan," said Mr. Hall, clearing his throat, an pausing to prolong the suspense. "W have a plan to set the fifth-graders u in business so you can practice th American way of doing business in stead of writing about it."

"Attaboy," said Benny Mac. "I be we make a million."

"But how will we get started? asked Antares.

"Tomorrow I'm coming to you schoolroom and lend every one of yo a grubstake of ten dollars to inves just as the master in the story gave th servants money to invest."

"Everything we do here on goo earth is one big adventure," said An tares.

"Yes," said Mr. Hall, "and this ad venture ought to be the biggest one o all. You can run a lemonade stan sell newspapers on the street; do wha you please. You can go into busine for yourself, you can go into busine with another boy or girl and form partnership, or you can all go int business together and form a compan It will be up to each one of you t decide how you'll make the ten dolla earn you more money."

"We'll have to keep a record of th money we spend to get our business businesses started," suggested Antare

"Yes," said Benny Mac. "We'll ha to consider such things as cost supplies, wages for help, and . . ."

". . . and interest on your debt," M Hall said.

"For crying out loud," said Ben Mac. "Do you have to pay interest the ten dollar grubstake?"

"That's the general idea," said M Hall. "It's an old American custom pay interest on loans."

"But it'll cut down on our profit objected Benny Mac.

"And that, my son, is just anoth old American custom," repeated M Hall.

"Oh, well," said Benny Mac, gri ning, "We'll come out on top. J you wait and see."

"And that," said Antares, "is j another old American custom."

"Righto," said Mr. Hall, smiling Antares approvingly. "When you back home you'll be able to back the other stars right over the balco of heaven, selling *twinkles* by the go old American plan."

Things to Make and Do

Plan an investigation trip in the community to help the pupils discover that business is not an impersonal thing, but is people (their own fathers and mothers and brothers and sisters and neighbors) working at many occupations to earn a living.

The investigation should be planned to lead to discoveries about types of industries and occupations. The pupils should be led to discover that some businesses are owned by one person, some are owned by two persons called partners, and some are owned by several people called a company.

Differences between a business run by the government as for example, the post office, and a private business might be pointed out.

Ample opportunity should be given the pupils to get acquainted with community workers such as bakers, plumbers, newspapermen, grocers, bankers.

If a moving picture camera is available the group may find it interesting to make a moving picture of BUSINESS AT WORK IN OUR COMMUNITY.

The group might also single out one businessman to tell them the story about profits and losses, so they may clearly understand that all the money that goes into the cash register during a day's business is not profit.

After this interview with the businessman the pupils may want to make an apple pie chart of a dollar to show what portion of it goes for operation costs and overhead and what portion of it is actual profit.

Think of other activities in connection with this trip that will help the pupils understand there must be investment of both money and labor in any successful enterprise.

Storekeeping

Encourage pupils to construct a make-believe grocery store in the schoolroom and stock the shelves with make-believe food supplies.

Help them to understand how much capital investment is needed to launch a business, by allowing the group to figure the cost of various items, after prices have been obtained from a wholesale supply house. Have them also figure the cost of equipment and furniture.

After the store is placed in operation help the pupils to understand the meaning of overhead costs. Discuss the price of utilities, the amount of money needed for clerks' wages, and how loss of money through bad accounts and loss of perishable food affects profits of the businessman.

Who's Who Book

Divide the pupils into small groups and send them out to gather material about the businessmen of the community. They might want to take pictures of the businessmen and their places of business. When all the factual material has been gathered, encourage the pupils to write biographical sketches of the men for a "Who's Who" book of the business community.

Bulletin Board

Build up a file in newspaper clippings, magazine articles and pictures for use on the bulletin board that show factors which influence prices and profits.

Have a discussion period each day during which the clippings and pictures are analyzed.

Dramatization

Develop a play giving the history of some of the pioneer business firms in the community.

Assign pupils to do research in the libraries, talk to the pioneers who are still living, and visit old pioneer establishments.

After all available material has been gathered weave it together into a narrative and have a reader tell the story in episodes as other pupils act them out.

Creative Writing

Encourage the pupils to look around the community for men who have succeeded despite hardships and difficulties, and write stories about them.

If the stories are developed with sufficient care and thought the newspaper editor might be interested in running them in the daily or weekly paper.

Picture Story

Plan with the pupils to make a mural in water colors pictorializing the main points in the struggle for economic freedom.

Decide on the number of scenes needed to tell the complete story.

Suggested illustrations and legends:

(1) *Scene:* Serfs at work on the land during days of feudalism.

Legend: In the days of feudalism the serfs were slaves to the lords. The major part of the produce of the land went to the lords.

(2) *Scene:* English factory in operation.

Legend: In the early eighteenth century England tried to keep the American colonists from making any products that competed with their own.

(3) *Scene:* Revolutionary War illustration.

Legend: The early American colonists quarrelled with England about restrictions on their way of doing business. The quarrel finally led to war.

(4) *Scene:* Scroll showing the Articles of our Bill of Rights.

Legend: Article IX in our Bill of Rights has been interpreted to mean protection for our economic freedoms.

(The pupils and teacher will think of other scenes and legend to complete the pictorial story and bring it up to the present time.)

Culminating Activity

Plan a fall festival to be given on the schoolyard to make money for buying needed or useful schoolroom equipment.

Allow the pupils to plan and arrange the concessions, keep an account of all expenditures and receipts, and figure the profits, so they may have a better and fuller understanding of what they have been studying during this unit.

Note to Teachers

This year's nine unit study aid program on "Our American Way of Doing Business" follows the same pattern as the first series, but instead is being furnished to only fifth and sixth grade teachers.

If our growing generation is to be prepared to meet the threat against their freedoms by the rapid encroachment of statism in any form, it is of the utmost importance that they learn early in life the essential differences between the free way under our American system of enterprise and autocratically controlled methods under the Russian system (falsely called Communism instead of tyranny). It is our hope that all fifth and sixth grade teachers in Connecticut schools will share the concern of most of our national leaders to inspire them to teach their pupils with zealous enthusiasm, the facts about our way of earning our daily bread as revealed in this second series of study aid units, which began in the September issue of CONNECTICUT INDUSTRY to be continued through the May, 1950 issue.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms
Baker Goodyear Co The — New Haven

Accounting Machines
Underwood Corporation — Bridgeport

Adding Machines
Underwood Corporation — Bridgeport

Advertising Specialties
H C Cook Co The 32 Beaver St — Ansonia
Waterbury Companies Inc — Waterbury

Aero Webbing Products
Russell Mfg Co — Middletown

Air Compressors
Spencer Turbine Co The — Hartford

Air Conditioning
Norwalk Airconditioning Corp The (forced air heating units oil fired) — South Norwalk

Air Impellers
The Torrington Manufacturing Co — Torrington

Aircraft
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) — Bridgeport

Aircraft Accessories
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) — West Hartford
Warren McArthur Corp (Airplane Seatings) — Bantam

Aircraft Electrical Testing Equipment
United Manufacturing Co Div United Advertising Corp — New Haven

Aircraft Instruments
Gorn Electric Company Inc — Stamford

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford
United Airports Div United Aircraft Corp Rentschler Field East Hartford

Aircraft Tubes
American Tube Bending Co Inc — New Haven

Air Ducts
Wiremold Co The (Retractable) — Hartford

Aluminum Castings
Eastern Malleable Iron Company The — Naugatuck
Newton-New Haven Co. 688 Third Avenue — West Haven

Aluminum Forgings
Scovill Manufacturing Company Waterbury 91

Aluminum Ingots
Lapides Metals Corp — New Haven

Aluminum Lasts
Shoe Hardware Div U S Rubber Company — Waterbury

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc — New Haven

Ammunition
Remington Arms Co Inc and Peters Cartridge Div — Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc. — New Haven

Anodizing
Conn Metal Finishing Co. — Hamden

Apparel Fabrics—Woolen & Worsted .
Broad Brook Company — Broad Brook

Artificial Leather
Permatex Fabrics Corp The — Jewett City
Zapon Div Atlas Powder Co — Stamford

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) — Middletown
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) — Bridgeport

Asbestos & Rubber Packing
Colt's Manufacturing Company — Hartford

Assemblies—Small
Greist Manufacturing Co The — New Haven
Han-Dee Spring and Manufacturing Co The (Small) — Hartford
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Auto Cable Housing
Wiremold Company The — Hartford

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) — Waterbury

Automobile Accessories
Kilborn-Sauer Company (lights and other accessories) — Fairfield
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) — Bridgeport

Automotive Friction Fabrics
Russell Mfg Co The — Middletown

Automotive Parts
Eis Manufacturing Co (Hydraulic and Mechanical) — Middletown

Automotive & Service Station Equipment
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) — Bridgeport
Scovill Manufacturing Company (Canned Oil Dispensers) — Waterbury 91

Automotive Tools
Eis Manufacturing Company — Middletown

Badges and Metals
Waterbury Companies Inc — Waterbury

Bakelite Moldings
Watertown Mfg Co The — Watertown

Balls
Abbott Ball Co The (steel bearing and burnishing) — Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) — Hartford
Kilian Steel Ball Corp The — Hartford

Barrels
Abbott Ball Co The (burnishing and tumbling) — Hartford
Hartford Steel Ball Co The (tumbling) — Hartford

Bathroom Accessories
Autoyre Company The — Oakville
Charles Parker Co The — Meriden

Bath Tubs
Dextone Company — New Haven

Bearings
Fafnir Bearing Co (ball) — New Britain
New Departure Div of General Motors (ball) — Bristol
Norma-Hoffmann Bearings Corp (ball and roller) — Stamford

Bellows
Bridgeport Thermostat Company Inc (metallic) — Bridgeport

Bellows Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bellows Shaft Seal Assemblies
Bridgeport Thermostat Company Inc — Bridgeport

Bells
Bevin Brothers Mfg Co. — East Hampton
Gong Bell Co The — East Hampton
Gaynor Electric Company Inc (and buzzers) — Bridgeport
N N Hill Brass Co The — East Hampton

Belt Fasteners
Bristol Company The — Waterbury
Saling Manufacturing Company (patented self-aligning) — Unionville

Belting
Hartford Belting Co — Hartford
Russell Mfg Co The — Middletown
Thames Belting Co The — Norwich

Benches
Charles Parker Co The (piano) — Meriden

Bends—Pipe or Tube
National Pipe Bending Co The 160 River St — New Haven

Bent Tubing
American Tube Bending Co Inc — New Haven

Bicycle Coaster Brakes
New Departure Div General Motors Corp — Bristol

Bicycle Sundries
New Departure Div General Motors Corp — Bristol

Binders Board
Colonial Board Company — Manchester

Biological Products
Ernst Bischoff Company Inc — Ivoryton

Blacking Salts for Metals
Mitchell-Bradford Chemical Co — Bridgeport

Blades
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford

Blankets—Automatic
General Electric Company — Bridgeport

Bleaching, Dyeing, Printing & Finishing
Glasgo Finishing Co The — Glasgo
United States Finishing Company The (textile fabrics) — Norwich

Blocks
Howard Company (cupola fire clay) — New Haven

Blower Fans
Colonial Blower Company — Plainville
Spencer Turbine Co The — Hartford

Blower Systems
Colonial Blower Company — Plainville
Ripley Co — Middletown

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven
Petroleum Heat & Power Co (domestic only) — Stamford

Bolts and Nuts
Blake & Johnson Co The (nuts, machine screw-bolts, stove) — Waterville
Clark Brothers Bolt Co — Milldale
O K Tool Co Inc The (T-Slot) 33 Hull St — Shelton

Bonderizing
Clairglow Mfg Company — Portland
Leeds Electric and Mfg Co The — Hartford

Bottle Openers
Scovill Mfg Co (steel, anodized aluminum) — Waterbury

Box Board
Lydall & Foulds Paper Co The — Manchester
National Folding Box Co Inc — New Haven
New Haven Pulp & Board Co — New Haven
Robertson Paper Box Co — Montville
Robert Gair Co — Portland

Boxes
Clairglow Mfg Company (metal) — Portland
Folding Cartons Incorporated (paper, folding) — Manchester
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) — Durham
Robert Gair Co (corrugated and solid fibre shipping containers) — Portland

Boxes & Crates
City Lumber Co of Bridgeport Inc The — Bridgeport

Boxes—Paper—Folding
Atlantic Carton Corp — Norwich
Bridgeport Paper Box Co — Bridgeport
Carpenter-Hayes Paper Box Co Inc The — East Hampton
M S Dowd Carton Co — Groton
National Folding Box Co Inc (paper folding) — New Haven
New Haven Pulp & Board Co The — New Haven
Robertson Paper Box Co — Montville
Robert Gair Co — Portland
S Curtis & Sons Inc — Sandy Hook
Warner Brothers Company The — Bridgeport

Boxes—Paper—Setup
Bridgeport Paper Box Co — Bridgeport
Heminway Corporation The — Waterbury
Strouse Adler Company The — New Haven

Braided Fiberglass Sleeving
Ansonia O & C Co — Ansonia

Brake Cables
Eis Manufacturing Co — Middletown

Brake Linings
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) — Bridgeport
Russell Mfg Co The — Middletown

Brake Service Parts
Eis Manufacturing Co — Middletown

Brass & Bronze
American Brass Co The (sheet, wire, rods, tubes) — Waterbury
Bristol Brass Corp The (sheet, wire, rods) — Bristol
Chase Brass & Copper Co — Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) — Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod) — Thomaston
Scovill Manufacturing Company Waterbury 91
Tinsheet Metals Co The (sheets and rolls) — Waterbury

Brass & Bronze Ingot Metal
Plume & Atwood Mfg Co The — Thomaston
Whipple and Choate Company The Bridgeport

Brass Goods
Plume & Atwood Mfg Co The (to order) — Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares) — Milford
Scovill Manufacturing Company (to order) — Waterbury 91
Winchester Repeating Arms Company Division Olin Industries Inc — New Haven

Brass Mill Products
Bridgeport Brass Co — Bridgeport
Chase Brass & Copper Co — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company Waterbury 91

(Advt.)

Brass Stencils—Interchangeable
Fletcher Terry Co The Box 415, Forestville
Brass Wall Plates
Gaynor Electric Company Inc Bridgeport
Brick—Building
Donnelly Brick Co The New Britain
Bricks—Fire
Howard Company New Haven
Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven
Broaching
Hartford Special Machinery Co The Hartford
Brooms—Brushes
Fuller Brush Co The Hartford
Buckles
B Schwanda & Sons Staffordville
G E Prentice Mfg Co The Kensington
Hatheway Mfg Co The (Dee Rings) Bridgeport
Hawie Mfg Co The Bridgeport
John M Russell Mfg Co Inc Naugatuck
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury
Buffing Compounds
Roberts Rouge Co The Stratford
Buffing & Polishing Compositions
Apothecaries Hall Co Waterbury
Lea Mfg Co Waterbury
Buffing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson
Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury
Buttons
B Schwanda & Sons Staffordville
Colt's Manufacturing Company Hartford
L C White Company The Waterbury
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91
Cabinets
Charles Parker Co The (medicine) Meriden
Cabinet Work
Hartford Builders Finish Co Hartford
Cable—Asbestos Insulated
Rockbestos Products Corp New Haven
Cable—BX Armored
General Electric Company Bridgeport
Cable—Nonmetallic Sheather
General Electric Company Bridgeport
Cable—Service Entrance
General Electric Company Bridgeport
Cages
Andrew B Hendryx Co The (bird and animal) New Haven
Cams
Hartford Special Machinery Co The Hartford
Rowbottom Machine Company Inc Waterbury
Canvas Products
F B Skiff Inc Hartford
Capacitors
Electro Motive Mfg Co Inc The (mica trimmer) Willimantic
Card Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs
Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven
Carpets and Rugs
Bigelow-Sanford Carpet Co Thompsonville
Casket Trimmings
Bridgeport Casket Hardware Co The Bridgeport
Casters
Bassick Company The (Industrial and General) Bridgeport
Casters—Industrial
George P Clark Co Windsor Locks
Castings
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Charles Parker Co The (gray iron) Meriden
Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck

Castings (continued)
Malleable Iron Fittings Co (malleable iron and steel) Branford
McLagon Foundry Co (gray iron) New Haven
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven
Philbrick-Booth & Spencer Inc (grey iron) Hartford
Scovill Manufacturing Company (Brass & Bronze) Waterbury 91
Sessions Foundry Co The (gray-iron) Bristol
Union Mfg Co (gray iron & semi steel) New Britain
Waterbury Foundry Company The (highway & sash weights) Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown
Castings—Permanent Mould
Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden
Chain
John M Russell Mfg Co Inc Naugatuck
Chain—Welded and Weldless
Bridgeport Chain & Mfg Co Bridgeport
Chain—Bead
Bead Chain Mfg Co The Bridgeport
Chartered Coach Service
Connecticut Company The (excursions a specialty) New Haven
Chemicals
American Cynamid & Chemical Corp Waterbury
Apothecaries Hall Co Waterbury
Edcan Laboratories South Norwalk
Macalaster Bicknell Company New Haven
MacDermid Incorporated Waterbury
Naugatuck Chemical Division United States Rubber Co Naugatuck
Pfizer & Co Inc Chas Groton
Chemicals—Agricultural
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) Naugatuck
Chemicals—Aromatic
Naugatuck Chemical Division United States Rubber Co Naugatuck
Chromium Plating
Chromium Corp of America Waterbury
Chromium Process Company The Shelton
Nutmeg Chrome Corporation Hartford
Chucks
Cushman Chuck Co The Hartford
Chucks & Face Plate Jaws
Union Mfg Co New Britain
Chucks—Power Operated
Cushman Chuck Co The Hartford
Clay
Howard Company (Fire Howard "B" and High Temperature Dry) New Haven
Cleansing Compounds
MacDermid Incorporated Waterbury
Clock Mechanisms
Lux Clock Mfg Co The Waterbury
Clocks
E Ingraham Co The Bristol
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury
Clocks—Alarm
Lux Clock Mfg Co The Waterbury
New Haven Clock and Watch Co The (spring & electric) New Haven
William L Gilbert Clock Corporation The Winsted
Clocks—Automatic Cooking
Lux Clock Mfg Co The Waterbury
Clutches
Snow-Nabstedt Gear Corp The New Haven
Clutch Facings
Russell Mfg Co The Middletown
Clutch—Friction
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic) Bridgeport
Coffee Makers
General Electric Company Bridgeport
Coils—Pipe or Tube
National Pipe Bending Co The 160 River St New Haven
Whitlock Manufacturing Co The Hartford
Coin Tokens
Waterbury Companies Inc Waterbury
Commercial Heat Treating
A F Holden Company The 52 Richard St West Haven
Compressors
Norwalk Company Inc (high pressure air and gas) South Norwalk
Concrete Products
Plasticrete Corp Hamden

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic
Consulting Engineers
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave Hartford
Contract Machining
Malleable Iron Fittings Company Branford
Contract Manufacturers
Greist Mfg Co The (metal parts and assemblies) 503 Blake St New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham
Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury
Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91
Controllers
Bristol Company The Waterbury
Manning Maxwell & Moore Inc Bridgeport
Conveyor Systems
Leeds Electric and Mfg Co The Hartford
Copper
American Brass Corp The (sheet, wire, rods, tubes) Waterbury
Bristol Brass Corp The (sheet) Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury
Thinsheet Metals Co The (sheets and rolls) Waterbury
Copper Sheets
New Haven Copper Co The Seymour
Copper Shingles
New Haven Copper Co The Seymour
Copper Water Tube
Bridgeport Brass Co Bridgeport
Cords—Asbestos
General Electric Company Bridgeport
Cords—Braided
General Electric Company Bridgeport
Cords—Heater
General Electric Company Bridgeport
Cords—Portable
General Electric Company Bridgeport
Cord Sets
General Electric Company Bridgeport
Cork Cots
Sonoco Products Co (Climax-Lowell Div) Mystic
Corrugated Box Manufacturers
Danbury Square Box Co The Danbury
Corrugated Shipping Cases
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
D L & D Container Corp 87 Shelton Ave New Haven
Cosmetic Containers
Eyelet Specialty Co The Waterbury
Plume & Atwood Mfg Co The (metal) Waterbury
Cosmetics
J B Williams Co The Glastonbury
Northam Warren Corporation Stamford
Cotton Yarn
Floyd Cranska Co The Moosup
Counting Devices
Veeder-Root Inc Hartford
Couplings—Self-Sealing
Sperry Products Inc Danbury
Cut Stone
Dextone Co The New Haven
Cutters
Barnes Tool Company The (pipe cutters, hand) New Haven
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton
Standard Machinery Co The (rotary board, single and duplex) Mystic
Delayed Action Mechanism
M H Rhodes Inc Hartford
R W Cramer Company Inc The Centerbrook
Diamonds—Industrial
Diamond Tool and Die Works Hartford
Dictating Machines
Dictaphone Corporation Bridgeport
Gray Manufacturing Company The Hartford
Soundscriber Corporation The New Haven
Die Castings
Newton-New Haven Co Inc New Haven
Die Casting Dies
ABA Tool & Engineering Co Manchester
Parker Stamp Works Inc The Hartford
Wiemann Bros Mfg Co The Derby
Die Castings (Aluminum & Zinc)
Corbin Cabinet Lock Div American Hardware Corp New Britain
(Advt.)

Die-Heads—Self Opening
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Geometric Tool Co The New Haven

Dies
Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven
Parker Stamp Works Inc The (plastics and die castings) Hartford

Dies and Die Sinking
Consolidated Industries West Cheshire

Dish Washing Machines
Colt's Manufacturing Company Hartford

Disk Harrows
Orkil Inc—Cutaway Harrow Division Higganum

Displays
Sawyer Display Corp Stamford

Door Closers
P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Dowel Pins
Allen Manufacturing Co The Hartford

Drafting Accessories
Joseph Merritt & Co Hartford

Drilling Machines
Henry & Wright Manufacturing Company The (sensitive) Hartford

Drop Forgings
Atwater Mfg Co Plantsville
Blakeslee Forging Co The Plantsville
Bridgeport Hdwe Mfg Corp The Bridgeport
Capewell Mfg Company Hartford
Consolidated Industries West Cheshire
Wilcox Crittenden & Co Inc Middletown

Druggists' Rubber Sundries
Seamless Rubber Company The New Haven

Edged Tools
Collins Co The (axes and other edged tools) Collinsville

Elastic Braid
Ansonia O & C Co Ansonia

Elastic Webbing
Ansonia O & C Co Ansonia
Russell Mfg Co The Middletown

Electric Appliances
General Electric Company Bridgeport

Electric Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Circuit Breakers
Trumbull Electric Mfg Co The Plainville

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) Ansonia

Electric Cords
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Eye Control
United Cinephone Corporation Torrington

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") Winsted

Electric Insulation
Case Brothers Inc Manchester
Rogers Corporation The Manchester

Electric Knife Sharpeners
Gorn Electric Company Inc Stamford

Electric Knife Switches
Gregory Manufacturing Co Inc The New Haven

Electric Lighting Fixtures
Plume & Atwood Mfg Co The Waterbury

Electrical Outlet and Switch Boxes, and Covers
General Electric Company Bridgeport

Electric Panel Boards
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Safety Switches
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electric Signs
United Advertising Corp New Haven

Electric Specialties
Gregory Manufacturing Co Inc The New Haven

Electric Time Controls
R W Cramer Company Inc The Centerbrook

Electric Timepieces
New Haven Clock and Watch Co The (automobile and alarm) New Haven

Electric Wire
Rockbestos Products Corp (asbestos insulated) New Haven

Electrical Circuit Breakers
Federal Electric Products Co Inc Hartford

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The New London

Electrical Control Apparatus
Federal Electric Products Co Inc Hartford
Trumbull Electric Mfg Co The Plainville

Electrical Goods
A C Gilbert Co New Haven

Electrical Motors
U S Electrical Motors Inc Milford

Electrical Recorders
Bristol Co The Waterbury

Electrical Relays and Controls
Allied Control Co Plantsville

Electrical Wiring Systems
Wiremold Co The Hartford

Electronics
Crystal Research Laboratories Inc Hartford
Gray Manufacturing Company The Hartford
Ripley Co Middletown

Electroplating
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Electroplating—Equipment & Supplies
Enthone Inc New Haven
MacDermid Incorporated Waterbury

Electroplating Processes & Supplies
United Chromium Incorporated Waterbury

Electrotypes
W T Barnum & Co Inc (all classes) New Haven

Elevators
Eastern Machinery Co The (passenger and freight) New Haven
General Elevator Service Co Hartford

Enameling
Conn Metal Finishing Co Hamden
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford
Waterbury Plating Company Waterbury

Enameling and Finishing
Clairglow Mfg Co Portland

Engines
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

Envelopes
Curtis 1000 Inc Hartford
United States Envelope Company, Hartford Division Hartford

Exhibits
Sawyer Display Corp Stamford

Extractors—Tap
Walton Company The West Hartford

Eyelets
L C White Company The Waterbury
Platt Bros & Co The P O Box 1030 Waterbury
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91

Eyelets, Ferrules and Wiring Terminals
Waterbury Companies Inc Waterbury

Eyelet Machine Products
Waterville Mfg Co The (size 15 machines only) Waterville

Fancy Dress Buttons and Buckles
Waterbury Companies Inc Waterbury

Fans—Electric
General Electric Company Bridgeport

Fasteners—Slide & Snap
G E Prentice Mfg Co The Kensington
Scoville Manufacturing Company (snap and slide fasteners) Waterbury 91

Felt
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

Felt—All Purpose
American Felt Co (Mills & Cutting Plant) Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Fibre Board
Case Brothers Inc Manchester
C H Norton Co The North Westchester
Rogers Corporation (Specialty) Manchester

File Cards
Standard Card Clothing Co The Stafford Springs

Film Spools
Watkins Manufacturing Co Inc Milford

Finger Nail Clippers
H C Cook Co The 32 Beaver St Ansonia

Firearms
Colt's Manufacturing Company Hartford
Marlin Firearms Co The New Haven
Remington Arms Company Inc Bridgeport
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The 881 Boston Post Road Milford
John P Smith Co The (screens) 423-33 Chapel St New Haven

Fireproof Floor Joists
Dextone Co The New Haven

Fireworks
M Backes' Sons Inc Wallingford

Fishing Tackle
Bevin-Wilcox Line Co The (lines) East Hampton
H C Cook Co The 32 Beaver St Ansonia
Horton Mfg Co The (reels, rods, lines) Bristol
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

Flashlights
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Flashlights and Radio Batteries
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The New Britain
Gaynor Electric Company Inc Bridgeport

Fluorescent Lighting Equipment
Vanderman Manufacturing Co The Willimantic
Wiremold Company The Hartford

Food Mixers—Electric
General Electric Company Bridgeport

Forgings
Clark Brothers Bolt Co Milldale
Heppenstall Co (all kinds and shapes) Bridgeport
Scovill Manufacturing Company (Non-ferrous) Waterbury 91

Foundries
Connecticut Malleable Castings Co (malleable iron castings) New Haven
Sessions Foundry Co The (iron) Bristol
Union Mfg Co (gray iron & semi steel) New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St New Haven
Rolock Inc (brass, galvanized, steel) Southport

Furnaces
Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk
W S Rockwell Company (Industrial) Fairfield

Furnace Linings
Mullite Refractories Co The Shelton

Furniture Pads
Gilman Brothers Company The Gilman

Fuse Blocks
Gregory Manufacturing Co Inc The New Haven

Fuses—Plug and Cartridge
General Electric Company Bridgeport

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford

Galvanizing
Malleable Iron Fittings Co Branford
Wilcox Crittenden & Co Inc Middletown

Galvanizing & Electrical Plating
Gillette-Vibber Co The New London

Gaskets
Auburn Manufacturing Company The (from all materials) Middletown
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Gauges
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) Bridgeport
Manning Maxwell & Moore Inc Stratford

Gears and Gear Cutting
Hartford Special Machinery Co The Hartford

Giftwares
Waterbury Companies Inc Waterbury

Glass Blowing
Macalaster Bicknell Company New Haven
Fletcher Terry Co The Box 415 Forestville

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol

Governors
Pickering Governor Co The (speed regulating, centrifugal, hydraulic) Portland

(Advt.)

Greeting Cards
A D Steinbach & Sons Inc — New Haven

Grinding
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindical, surfaces, internal and special) 19 Staples St — Bridgeport
Hartford Special Machinery Co The (gears, threads, cams and splines) — Hartford

Grinding Machines
Rowbottom Machine Company Inc (cam) — Waterbury

Grommets
Plume & Atwood Mfg Co The — Waterbury

Hand Tools
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) — Bridgeport
James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets) — Southington

Hardware
Bassick Company The (Automotive) — Bridgeport
P & F Corbin Division The American Hardware Corp (builders) — New Britain
Sargent & Company — New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) — Middletown
Yale & Towne Manufacturing Company The (builders) — Stamford

Hardware—Marine & Bus
Rostand Mfg Co The — Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The — Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp — New Britain
J H Sessions & Son — Bristol
Yale & Towne Manufacturing Company The — Stamford

Hat Machinery
Doran Bros Inc — Danbury

Health, Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast, and abdomen) — New Haven

Heat Exchangers
Whitlock Manufacturing Co The — Hartford

Heat Treating
A F Holden Co The 52 Richard St — West Haven
Bennett Metal Treating Co The 1945 New Britain Ave — Elmwood
Driscoll Wire Company The — Shelton
New Britain-Gridley Machine Division The New Britain Machine Co — New Britain
Stanley P Rockwell Co Inc The 296 Homestead Ave — Hartford

Heat-Treating Equipment
A F Holden Company The 52 Richard Street West Haven (Main Plant)
Autoyre Company The — Oakville
Stanley P Rockwell Co Inc The (commercial) 296 Homestead Ave — Hartford
Wallace Barnes Co The Div Associated Spring Corp — Bristol

Heat Treating Salts and Compounds
A F Holden Company The 52 Richard Street West Haven
Mitchell-Bradford Chemical Co — Bridgeport

Heating Apparatus
Miller Company The (domestic oil burners and heating devices) — Meriden

Heavy Chemicals
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) — Naugatuck

Hex-Socket Screws
Bristol Company The — Waterbury

Highway Guard Rail Hardware
Malleable Iron Fittings Co — Branford

Hinges
Homer D Bronson Company — Beacon Falls

Hobs and Hobbings
ABA Tool & Engineering Co — Manchester

Hoists and Trolleys
Union Mfg Company — New Britain

Home Laundry Equipment
General Electric Company — Bridgeport

Hose Supporters
Ansonia O & C Co — Ansonia

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) — Bridgeport

Hospital Signal Systems
Connecticut Telephone & Electric Division of Great American Industries Inc — Meriden

Hot Water Heaters
Petroleum Heat & Power Co (Instantaneous domestic oil burner) — Stamford

Hydraulic Brake Fluids
Eis Manufacturing Co — Middletown

Hydraulic Controls
Sperry Products Inc — Danbury

Industrial Finishes
Chemical Coatings Corporation — Rocky Hill
United Chromium Incorporated — Waterbury
Zapon Div Atlas Powder Co — Stamford

Industrial and Marking Tapes
Seamless Rubber Company The — New Haven

Industrial Refrigeration
Bowser Inc Refrigeration Division (Specialists) — Terryville

Infra-Red Equipment
Leeds Electric and Mfg Co The — Hartford

Insecticides
American Cyanamid & Chemical Corp — Waterbury
Darworth Incorporated ("Coracide" DDT Dispenser) — Simsbury

Insecticide Bomb
Bridgeport Brass Company (Aer*a*sol) — Bridgeport

Insulated Wire Cords & Cable
Kerite Insulated Wire & Cable Co Inc The — Seymour

Instruments
Bristol Company The — Waterbury
J-B-T Instruments Inc (Electrical and Temperature) — New Haven
Manning Maxwell & Moore Inc — Bridgeport

Insulation
Gilman Brothers Co The — Gilman

Insulating Refractories
Mullite Refractories Co The — Shelton

Insulating Tape
Ansonia O & C Co — Ansonia

Inter-Communications Equipment
Connecticut Telephone & Electric Division of Great American Industries Inc — Meriden

Interval Timers
Lux Clock Manufacturing Company — Waterbury
Rhodes Inc M H — Hartford

Ironing Machines—Electric
General Electric Company — Bridgeport

Jacquard
Case Brothers Inc — Manchester

Japanning
J H Sessions & Son — Bristol

Jewelry Findings
Waterbury Companies Inc — Waterbury

Jig Borer
Moore Special Tool Co (Moore) — Bridgeport

Jig Grinder
Moore Special Tool Co (Moore) — Bridgeport

Jointing
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) — Bridgeport

Key Blanks
Corbin Cabinet Lock Div American Hardware Corp — New Britain
Sargent & Company — New Haven
Yale & Towne Manufacturing Company The — Stamford

Labels
J & J Cash Inc (Woven) — South Norwalk
Naugatuck Chemical Division United States Rubber Co (for rubber articles) — Naugatuck

Label Moisteners
Better Packages Inc — Shelton

Laboratory Equipment
Bowser Inc Refrigeration Division — Terryville
Eastern Industries Inc — New Haven

Laboratory Supplies
Macalaster Bicknell Company — New Haven

Lacquers & Synthetic Enamels
Chemical Coatings Corporation — Rocky Hill
Dagmar Chemical Company Inc — Glenbrook
United Chromium Incorporated — Waterbury
Zapon Div Atlas Powder Co — Stamford

Ladders
A W Flint Co 196 Chapel St — New Haven

Lamps
Plume & Atwood Mfg Co The (metal oil) — Waterbury

Lampholders—Incandescent and Fluorescent
General Electric Company — Bridgeport

Lamp Shades
Verplex Company The — Essex

Lathes—Contin-U-Matic
Bullard Company The (vertical multi-spindle-continuous turning type) — Bridgeport

Lathes—30H Man-Au-Trol
Bullard Company The (horizontal 3 spindle) — Bridgeport

Lathes—Mult-Au-Matic
Bullard Company The (vertical multi-spindle-indexing type) — Bridgeport

Lathes—Vertical Turret
Bullard Company The (single spindle) — Bridgeport

Leather
Herman Roser & Sons Inc (Genuine Pigskin) — Glastonbury
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) — Bethel

Leather Dog Furnishings
Andrew B Hendryx Co The — New Haven

Leather Goods Trimmings
G E Prentice Mfg Co The — Kensington

Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc) — Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) — New Haven

Lighting Accessories—Fluorescent
General Electric Company — Norfolk

Lights—Trouble
General Electric Company — Bridgeport

Lighting Equipment
Miller Co The (Miller, Duplexalite, Ivanhoe) — Meriden

Lithographing
Kellogg & Bulkeley A Division of Connecticut Printers Inc — Hartford
New Haven Printing Company The — New Haven

Locks—Banks
Yale & Towne Manufacturing Company The — Stamford

Locks—Builders
P & F Corbin Division The American Hardware Corp — New Britain
Sargent & Company — New Haven
Yale & Towne Manufacturing Company The — Stamford

Locks—Cabinet
Corbin Cabinet Lock Div American Hardware Corp — New Britain
Excelsior Hardware Co The — Stamford
Yale & Towne Manufacturing Company The — Stamford

Locks—Special Purpose
Yale & Towne Manufacturing Company The — Stamford

Locks—Suit-Case and Trimmings
Corbin Cabinet Lock Div American Hardware Corp — New Britain
Excelsior Hardware Co The — Stamford

Locks—Trunk
Yale & Towne Manufacturing Company The — Stamford
Excelsior Hardware Co The — Stamford
Yale & Towne Manufacturing Company The (and suitcase) — Stamford

Locks—Zipper
Excelsior Hardware Co The — Stamford

Loom—Non-Metallic
Wiremold Company The — Hartford

Luggage Fabric
Falls Company The — Norwich

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc — Bridgeport

Machinery
Fenn Manufacturing Company The (Special) — Hartford
Globe Tapping Machine Company (dial type drilling and tapping) — Bridgeport
Hallden Machine Company The (mill) — Thomaston
Standard Machinery Co The (bookbinders) — Mystic
Torrington Manufacturing Co The (mill) — Torrington

Machine Bases
State Welding Co The (Fabricated Steel & Salvage of Broken Castings) — Hartford

Machine Tools
Bullard Company The — Bridgeport

Machine Work
Coulter & McKenzie Machine Co The (Light and heavy job and contract work) — Bridgeport
Fenn Manufacturing Company The (precision parts) — Hartford
Grandahl Tool and Machine Company — Hartford
Hartford Special Machinery Co The (contract work only) — Hartford
National Sherardizing & Machine Co (job) — Hartford
Parker Stamp Works Inc The (Special) — Hartford
Swan Tool & Machine Co The — Hartford
Torrington Manufacturing Co The (special rolling mill machinery) — Torrington

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) — Bridgeport
Coulter & McKenzie Machine Co The (Special, new development engineering design and construction) — Bridgeport

(Advt.)

Machines (Continued)
Patent Button Company The Waterbury
Special Devices Inc (Special, new developments, engineering design and construction) Berlin

Machines—Automatic
A H Nilson Mach Co The (Special) Bridgeport

Machines—Automatic Chucking
Bullard Company The Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co. (multiple spindle and double end) New Britain

Machines—Automatic Screw
New Britain-Gridley Machine Division The New Britain Machine Co (single and multiple spindle) New Britain

Machines—Automatic Shaft Turning
Bullard Company The (30H lathe—horizontal 3 spindle) Bridgeport

Machines—Conveyor
Bullard Company The (Bullard-Dunn rotary conveyor indexing type) Bridgeport

Machines—Contin-U-Matic
Bullard Company The (vertical multi-spindle—continuous turning) Bridgeport

Machines—Drill Spacing
Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills) Bridgeport

Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) Bridgeport

Machines—Mult-Au-Matic
Bullard Company The Bridgeport

Machines—Paper Ruling
John McAdams & Sons Inc Norwalk

Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co New Britain

Machines—Slotting
Waterbury Farrel Foundry & Machine Co The (screw head) Waterbury

Machines—Thread Rolling
Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Well Drilling
Consolidated Industries West Cheshire

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers New Haven
J L Lucas and Son Fairfield

Machinery—Metal-Working
Bristol Metal-Working Equipment Hartford
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The Waterbury

Machinery—Wire Drawing
Waterbury Farrel Foundry & Machine Co The Waterbury

Mail Boxes, Apartment & Residential
Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines
Pitney-Bowes Inc Stamford

Manganese Bronze Ingot
Whipple and Choate Company Bridgeport

Marine Engines
Kilborn-Sauer Company (running lights and searchlights) Fairfield
Lathrop Engine Co The Mystic

Marine Equipment
Wilcox Crittenden & Co Inc Middletown

Marine Reverse Gears
Snow-Nabstedt Gear Corp The New Haven

Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford

Matrices
W T Barnum & Co Inc New Haven

Mattresses
Waterbury Mattress Co Waterbury

Mechanical Specialties
Gregory Manufacturing Co Inc The New Haven

Mechanics Hand Tools
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners
Apothecaries Hall Co Waterbury
MacDermid Incorporated Waterbury

Metal Cleaning Machines
Colt's Manufacturing Company Hartford

Metal Finishes
Mitchell-Bradford Chemical Co Bridgeport
United Chromium Incorporated Waterbury

Metal Finishing
National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Metallizing
Conn Metal Finishing Co Hamden

Metal Novelties
H C Cook Co The 32 Beaver St Ansonia

Metal Products
State Welding Company The Hartford

Metal Products—Stampings
J H Sessions & Son Bristol
Scovill Manufacturing Company (Made-to-Order) Waterbury 91

Metal Specialties
Excelsior Hardware Co The Stamford

Metal Stampings
Autoyre Co The (Small) Oakville
Bridgeport Chain & Mfg Co Bridgeport
DooVal Tool & Mfg Inc The Naugatuck
Excelsior Hardware Co The Stamford
Grandahl Tool and Machine Company Hartford
Greist Mfg Co The 503 Blake St New Haven
Hayes Metal Stampings Inc Hartford
H C Cook Co The 32 Beaver St Ansonia
J A Otterbein Company The (metal fabrications) Middletown
J H Sessions & Son Bristol
Patent Button Co The Waterbury
G E Prentice Mfg Co The Kensington
Plume & Atwood Mfg Co The Waterbury
Saling Manufacturing Company Unionville
Stanley Works The New Britain
Swan Tool & Machine Co The Hartford
Verplex Company The (Contract) Essex

Meters—Gas
Sprague Meter Company Bridgeport

Meters—Parking
Rhodes Inc M H Hartford

Microscope—Measuring
Lundeberg Engineering Company Hartford

Milk Bottle Carriers
John P Smith Co The 423-33 Chapel St New Haven

Millwork
Hartford Builders Finish Co Hartford

Millboard
Raybestos Div of Raybestos-Manhattan Inc The (asbestos) Bridgeport

Milling Machines
Rowbottom Machine Company Inc (cam) Waterbury

Mill Supplies
Wilcox Crittenden & Co Inc Middletown

Minute Minders
Lux Clock Mfg Co The Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc Waterbury

Mixing Equipment
Eastern Industries Inc New Haven

Monuments
Beij & Williams Co The Hartford

Motor Switches
Gaynor Electric Company Inc Bridgeport

Moulded Plastic Products
Colt's Manufacturing Company Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road Watertown

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Engineering Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Lundeberg Engineering Company (plastics) Hartford
Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford
Sessions Foundry Co The (heat resisting for non-ferrous metals) Bristol

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nickel Anodes
Apothecaries Hall Co Waterbury
Seymour Mfg Co The Seymour

Nickel Silver
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
P & F Corbin Division The American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Non-ferrous Metal Castings
Miller Company The Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford

Offset Printing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
New Haven Printing Company The New Haven

Oil Burners
Malleable Iron Fittings Co (domestic) Branford
Miller Company The (domestic) Meriden
Petroleum Heat & Power Co (domestic, commercial and industrial) Stamford
Silent Glow Oil Burner Corp The 1477 Park St Hartford
W S Rockwell Company (Industrial) Fairfield

Oil Burner Wick
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Outlets—Electric
General Electric Company Bridgeport

Ovens
W S Rockwell Company (Industrial) Fairfield

Package Sealers
Better Packages Inc Shelton

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Div of Raybestos-Manhatttan Inc The (rubber sheet and automotive) Bridgeport

Padlocks
Corbin Cabinet Lock Div American Hardware Corp New Britain
Sargent & Company New Haven
Yale & Towne Manufacturing Company The Stamford

Painting—Infra Red Baking
Grandahl Tool and Machine Company Hartford

Paints and Enamels
Staminate Corp The New Haven
Tredennick Paint Mfg Co The Meriden

Pants
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
New Haven Pulp & Board Co The New Haven
Robertson Paper Box Co Montville

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co Inc (folding) New Haven
New Haven Pulp & Board Co The New Haven
Robertson Paper Box Co (folding) Montville

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford
Warner Brothers Company The Bridgeport

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic

Parkerizing
Clairglow Mfg Company Portland

Parking Meters
Rhodes Inc M H Hartford

Passenger Transportation
Connecticut Company The (local, suburban and interurban) New Haven

Pet Furnishings
Andrew B Hendryx Co The New Haven

Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury

(Advt.)

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photographic Equipment
Kalart Company Inc Plainville

Photo Reproduction
New Haven Printing Company The New Haven

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass & copper) Bridgeport
Chase Brass & Copper Co (red brass and copper) Waterbury
Crane Company (fabricated) Bridgeport
Howard Co (cement well and chimney) New Haven

Pipe Fittings
Corley Co Inc The (300# AAR) Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (countersunk) West Hartford

Plastics
Naugatuck Chemical Division United States Rubber Co Naugatuck

Plastic Buttons
Colt's Manufacturing Company Hartford
Frank Parizek Manufacturing Co The West Willington
Waterbury Companies Inc Waterbury
Patent Button Co The Waterbury

Plastic Gems
Colt's Manufacturing Company Hartford

Plastic—Moulders
Colt's Manufacturing Company Hartford
Conn Plastics Waterbury
General Electric Company Meriden
Geo S Scott Mfg Co The Wallingford
Waterbury Companies Inc Waterbury
Watertown Mfrg Co The Watertown

Plastics—Moulds & Dies
Parker Stamp Works Inc The (for plastics) Hartford

Plasticrete Bloc
Plasticrete Corp Hamden

Plates—Switch
General Electric Company Bridgeport

Platers
Christie Plating Co Groton
Patent Button Co The Waterbury
Plainville Electro Plating Co The Plainville
Waterbury Plating Company Waterbury
Chromium Process Company The (Chromium Plating only) Derby

Platers—Chrome
Plainville Electro Plating Co The Plainville

Platers' Equipment
Apothecaries Hall Company Waterbury
MacDermid Incorporated Waterbury

Platers Metal
Plume & Atwood Mfrg Co The Thomaston

Plating
Conn Metal Finishing Co Hamden

Plating Processes and Supplies
United Chromium Incorporated Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Keeney Mfg Co The (special bends) Newington
Scovill Manufacturing Company Waterbury 48

Plumbing Specialties
John M Russell Mfg Co Inc Naugatuck

Pole Line Hardware
Malleable Iron Fittings Co Branford

Polishing Wheels
Williamsville Buff Div The Bullard Clark Company Danielson

Poly Chokes
Poly Choke Company The (a shotgun choking device) Tariffville

Postage Meters
Pitney-Bowes Inc Stamford

Powdered Metal Products
Waterbury Companies Inc Waterbury

Prefabricated Buildings
City Lumber Co of Bridgeport Inc The Bridgeport

Preservatives—Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") Simsbury

Press Buttons
Gaynor Electric Company Inc Bridgeport

Press Papers
Case Brothers Inc Manchester

Presses
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

Presses—Power
Waterbury Farrel Foundry & Machine Co The Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Whitlock Manufacturing Co The Hartford

Printing
Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford
Finlay Brothers Hartford
Heminway Corporation The Waterbury
Hunter Press Hartford
New Haven Printing Company The New Haven
Taylor & Greenough Co The Hartford
T B Simonds Inc Hartford
The Walker-Rackliff Company New Haven

Printing Machinery
Thomas W Hall Company Stamford

Printing Presses
Banthin Engineering Co (automatic) Bridgeport

Printing Rollers
Chambers-Storck Company Inc The (engraved) Norwich

Production Control Equipment
United Cinephone Corporation Torrington
Wassell Organization (Produc-Trol) Westport

Production Welding
Consolidated Industries West Cheshire

Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

Pumps
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

Pumps—Small Industrial
Eastern Industries Inc New Haven

Pump Valves
Colt's Manufacturing Company Hartford

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven

Putty Softeners—Electrical
Fletcher Terry Co The Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) Waterbury

Quartz Crystals
Crystal Research Laboratories Inc Hartford

Radiation-Finned Copper
Bush Manufacturing Co West Hartford
G & O Manufacturing Company The New Haven
Vulcan Radiator Co The (steel and copper) Hartford

Radio and Television Components
General Electric Company Bridgeport

Radio Receivers
General Electric Company Bridgeport

Rayon Specialties
Hartford Rayon Corporation The Rocky Hill

Rayon Yarns
Hartford Rayon Corporation The Rocky Hill

Reamers
O K Tool Co Inc The (inserted tooth) 33 Hull St Shelton

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

Reduction Gears
Snow-Nabstedt Gear Corp The New Haven

Refractories
Howard Company New Haven

Regulators
Norwalk Valve Company (for gas and air) South Norwalk
Sorensen & Company Inc Stamford

Resistance Wire
C O Jeliff Mfg Co The (nickel, chromium, kanthal) Southport

Respirators
American Optical Company Safety Division Putnam

Retainers
Hartford Steel Ball Co The (bicycle & automotive) Hartford

Riveting Machines
Grant Mfg & Machine Co The Bridgeport
H P Townsend Manufacturing Co The Elmwood
L-R Mfg Div of The Ripley Co Torrington
Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport

Rivets
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
Connecticut Manufacturing Company The Waterbury
Plume & Atwood Mfg Co The Waterbury
J H Sessions & Sons Bristol
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport

Roasters—Electric
General Electric Company Bridgeport

Rods
Bristol Brass Corp The (brass and bronze) Bristol
Scovill Manufacturing Company (brass and bronze) Waterbury 91

Roller Skates
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rolling Mills and Equipment
Waterbury Farrel Foundry & Machine Co The Waterbury

Rope Wire
American Steel & Wire Company New Haven

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co Naugatuck
Stamford Rubber Supply Co The ("Factice" Vulvanized Vegetable Oils) Stamford

Rubberized Fabrics
Duro-Gloss Rubber Co The New Haven

Rubber Footwear
Goodyear Rubber Co The Middletown
United States Rubber Prod Inc (Keds, Kedettes, Kaytees, U S Royal Footwear) Naugatuck

Rubber Gloves
Seamless Rubber Company The New Haven

Rubber Heels
Danbury Rubber Co Inc The Danbury

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber Products, Mechanical
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown

Rubber—Reclaimed
Naugatuck Chemical Division United States Rubber Co Naugautck

Rubber Soles
Danbury Rubber Co Inc The Danbury

Rubber Tile
Danbury Rubber Co Inc The Danbury

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Safety Clothing
American Optical Company Safety Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Division Putnam

Safety Goggles
American Optical Company Safety Division Putnam

Sandblasting
Beij & Williams Co The Hartford

Sandwich Grills—Electric
General Electric Company Bridgeport

Saw Blades
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial
Kron Company The Bridgeport

Scissors
Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screws
Atlantic Screw Works (wood) Hartford
Blake & Johnson Co The (machine and wood) Waterville
Bristol Company The (socket set and socket cap screws) Waterbury
Charles Parker Co The (wood) Meriden
Clark Brothers Bolt Co Milldale
Connecticut Mfg. Co The (machine) Waterbury
Corbin Screw Div American Hardware Corp New Britain
Holo-Chrome Screw Corporation The (socket set and socket cap) West Hartford
Scovill Manufacturing Company Waterbury 91 (Advt.)

Screw Machines
H P Townsend Mfg Company The Elmwood
Screw Machine Accessories
Barnaby Manufacturing and Tool Company Bridgeport
Screw Machine Products
Apex Tool Co Inc The Bridgeport
Blake & Johnson Co The Waterville
Bristol Screw Corporation Plainville
Centerless Grinding Co Inc The (Heat treated and ground type only) 19 Staples Street Bridgeport
Connecticut Manufacturing Company The Waterbury
Consolidated Industries West Cheshire
Corbin Screw Div American Hardware Corp New Britain
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven
Greist Mfg Co The (Up to 1½" capacity) New Haven
Humason Mfg Co The Forestville
Lowe Mfg Co The Wethersfield
National Automatic Products Company The New Britain
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
Olson Brothers Company (up to ¾" capacity) Plainville
Peck Spring Co The Plainville
Plume & Atwood Mfg Co The Waterbury
Scovill Manufacturing Company Waterbury 91
Wallace Metal Products Co Inc New Haven
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury
Waterville Mfg Co The Waterville
Watkins Manufacturing Co Inc Milford
Screw Machine Tools
Somma Tool Co (precision circular form tools) Waterbury
Screws—Socket
Allen Manufacturing Company The Hartford
Sealing Tape Machines
Better Packages Inc Shelton
Sewing Machines
Greist Mfg Co The (Sewing machine attachments) 503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport
Shaving Soaps
J B Williams Co The Glastonbury
Shears
Acme Shear Co The (household) Bridgeport
Shells
Wolcott Tool and Manufacturing Company Inc Waterbury
Sheet Metal Products
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Plume & Atwood Mfg Co The Waterbury
United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven
Sheet Metal Stampings
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Naugatuck
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The Waterbury
Shipment Sealers
Better Packages Inc Shelton
Shoe and Corset Laces
Ansonia O & C Co Ansonia
Showcase Lighting Equipment
Wiremold Company The Hartford
Shower Stalls
Dextone Company New Haven
Signals
H C Cook Co The (for card files) 32 Beaver St Ansonia
Sizing and Finishing Compounds
American Cyanamid & Chemical Corp Waterbury
Slide Fasteners
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Patent Button Co The Waterbury
Shoe Hardware Div U S Rubber Company (KwiK zippers) Waterbury
Slings
American Steel & Wire Company New Haven
Smoke Stacks
Bigelow Company The (steel) New Haven
Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury
Solder—Soft
Torrey S Crane Company Plantsville
Special Machinery
Henry & Wright Manufacturing Company The Hartford
H P Townsend Mfg Company The Elmwood
Lundeberg Engineering Company Hartford
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Swan Tool & Machine Co The Hartford
Special Parts
Greist Mfg Co The (small machines, especially precision stampings) New Haven
Special Industrial Locking Devices
Corbin Cabinet Lock Div American Hardware Corp New Britain
Special Tools & Dies
Lundeberg Engineering Company Hartford
Spinnings
Gray Manufacturing Company The Hartford
Sponge Rubber Products Co The Shelton
Sponge Rubber
Spring Coiling Machines
Torrington Manufacturing Co The Torrington
Spring Units
Owen Silent Spring Co Inc (mattresses and furniture) Bridgeport
Spring Washers
Wallace Barnes Co The Div Associated Spring Corp Bristol
Springs—Coil & Flat
Han-Dee Spring and Manufacturing Co The (Coil and Flat) Hartford
Humason Mfg Co The Forestville
New England Spring Manufacturing Company Unionville
Peck Spring Co The Plainville
Wallace Barnes Co The Div Associated Spring Corp Bristol
Springs—Flat
Wallace Barnes Co The Div Associated Spring Corp Bristol
New England Spring Manufacturing Company Unionville
Springs—Furniture
Owen Silent Spring Co Inc Bridgeport
Springs—Wire
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
D R Templeman Co (jewelry) Plainville
J W Bernston Company (coil and torsion) Plainville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol
Springs, Wire & Flat
Autoyre Company The Oakville
Stamped Metal Products
Waterbury Companies Inc Waterbury
Stamps
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Parker Stamp Works Inc The (steel) Hartford
Stampings
DooVal Tool & Mfg Inc The Naugatuck
Han-Dee Spring and Manufacturing Co The (small) Hartford
Plume & Atwood Mfg Co The (small) Waterbury
Stampings—Small
Greist Manufacturing Co The New Haven
L C White Company The Waterbury
Rogers Corporation (Fibre Cellulose Paper) Manchester
Wallace Barnes Co The Div Associated Spring Corp Bristol
Stationery Specialties
Waterbury Companies Inc Waterbury
Steel
Stanley Works The (hot and cold rolled strip) New Britain
Steel Castings
Hartford Electric Steel Co The (carbon and alloy steel) 540 Flatbush Ave Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford
Steel—Cold Rolled Spring
Wallace Barnes Co The Div Associated Spring Corp Bristol
Steel—Cold Rolled Stainless
Wallingford Steel Company Wallingford
Steel—Cold Rolled Strip and Sheets
American Steel & Wire Company New Haven
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford
Steel Goods
Merriam Mfg Co (sheets products to order) Durham
Steel Strapping
Stanley Works The New Britain
Stereotypes
W T Barnum & Co Inc New Haven
Stop Clocks, Electric
H C Thompson Clock Co The Bristol
Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown
Studio Couches
Waterbury Mattress Co Waterbury
Super Refractories
Mullite Refractories Co The Shelton
Surface Metal Raceways & Fittings
Wiremold Company The Hartford
Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven
Surgical Rubber Goods
Seamless Rubber Company The New Haven
Switches—Electric
General Electric Company Bridgeport
Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven
Synchronous Motors
R W Cramer Company Inc The Centerbrook
Tanks
Bigelow Company The (steel) New Haven
State Welding Co The Hartford
Storts Welding Company (steel and alloy) Meriden
Tape
Russell Mfg Co The Middletown
Tap Extractors
Walton Company The West Hartford
Taps, Collapsing
Geometric Tool Co The New Haven
Tarred Lines
Brownell & Co Inc Moodus
Tea
Upham Food Products Inc (package and tea balls) Hawleyville
Telemetering Instruments
Bristol Co The Waterbury
Television Receivers
General Electric Company Bridgeport
Testers—Non-Destructive
Sperry Products Inc Danbury
Textile Machinery
Merrow Machine Co The 2814 Laurel St Hartford
Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton
Textile Processors
American Dyeing Corporation (rayon, acetate) Rockville
Aspinook Corp The (cotton) Jewett City
Thermometers
Bristol Co The (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Bridgeport
Thermostats
Bridgeport Thermostat Company Inc (automatic) Bridgeport
Thin Gauge Metals
Plume & Atwood Mfg Co The Thomaston
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury
Thread
American Thread Co The Willimantic
Belding Heminway Corticelli Putnam
Gardner Hall Jr Co The (cotton sewing) South Willington
Lloyd E Cone Thread Co The (industrial cotton sewing) Moodus
Max Pollack & Co Inc Groton and Willimantic
Wm Johl Manufacturing Co Mystic
Threading Machines
Grant Mfg & Machine Co The (double and automatic) Bridgeport
Time Recorders
Stromberg Time Corp Thomaston
Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Bristol
R W Cramer Company Inc The Centerbrook
Rhodes Inc M H Hartford
Timing Devices
A W Haydon Co The Waterbury
R W Cramer Company Inc The Centerbrook
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury
Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc Hartford
Tinning
Thinsheet Metals Co The (non-ferrous metal in rolls) Waterbury
Wilcox Crittenden & Co Inc Middletown

(Advt.

Tools
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton

Tool Chests
Vanderman Manufacturing Co The Willimantic

Tools & Dies
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tools, Dies & Fixtures
Fonda Gage Company (also jigs) Stamford
Grandahl Tool and Machine Company Hartford

Tools, Hand & Mechanical
Greist Mfg Co The New Haven
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport

Toys
A C Gilbert Company New Haven
Geo S Scott Mfg Co The Wallingford
Gong Bell Co The East Hampton
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Toys and Novelties
Waterbury Companies Inc Waterbury

Tramways
American Steel & Wire Company New Haven

Trucks—Industrial
George P Clark Co Windsor Locks

Trucks—Lift
Excelsior Hardware Co The Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tube Fittings
Scovill Mfg Co ("Uniflare") Waterbury

Tubing
American Brass Co The (brass and copper) Waterbury
Scovill Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91

Typewriters
Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Underwood Corporation Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Uniform Buttons
Waterbury Companies Inc Waterbury

Union Pipe Fittings
Corley Co Inc The (300# AAR) Plainville

Upholstering Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk
W S Rockwell Company (Industrial) Fairfield

Valve Discs
Colt's Manufacturing Company Hartford

Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Bridgeport

Varnishes
Staminite Corp The New Haven

Velvets
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Willimantic
Velvet Textile Corporation The (velveteen) West Haven

Ventilating Systems
Colonial Blower Company Plainville

Vises
Charles Parker Co The Meriden
Fenn Manufacturing Company The (Quick-Action Vises) Hartford
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

Waffle Irons—Electric
General Electric Company Bridgeport

Washers
American Felt Co (felt) Glenville
Auburn Manufacturing Company The (all materials) Middletown
Blake & Johnson The (brass, copper & non-ferrous) Waterville
Clark Brothers Bolt Co Milldale
J H Sessions & Son Bristol
Plume & Atwood Mfg Co The (brass & copper) Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (clutch washers) Bridgeport
Saling Manufacturing Company (made to order) Unionville
Sessions Foundry Co The (cast iron) Bristol

Washers—Felt
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Washing Machines—Electric
General Electric Company Bridgeport

Watches
Benrus Watch Co 30 Cherry St Waterbury
E Ingraham Co The Bristol
New Haven Clock and Watch Co The (pocket & wrist) New Haven
United States Time Corporation The Waterbury

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

Water Heaters—Electric
Bauer & Company Inc Hartford

Waterproof Dressings for Leather
Viscol Company The Stamford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

Welding
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford
Porcupine Company The Bridgeport
State Welding Co The (Equipment Mfrs & Steel Fabricators) Hartford

Welding—Lead
Storts Welding Company (tanks and fabrication) Meriden

Welding Rods
Bristol Brass Co The (brass & bronze) Bristol

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
Auburn Manufacturing Company The (felt, asbestos) Middletown
Raybestos Div of Raybestos-Manhattan Inc The (oil burner wicks) Bridgeport
Russell Mfg Co The Middletown

Window & Door Guards
Hartford Wire Works Co The Hartford

Wire
American Steel & Wire Company New Haven
Atlantic Wire Co The (steel) Branford
Bartlett Hair Spring Wire Co The (hair (spring) North Haven
Bristol Brass Corp The (brass & bronze) Bristol
Driscoll Wire Co The (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
Platt Bros & Co The (zinc wire) P O Box 1030 Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel silver) Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) Waterbury 91

Wire Arches & Trellises
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire Baskets
Rolock Inc (for acid, heat, degreasing) Fairfield

Wire Cable
Bevin-Wilcox Line Co The (braided) East Hampton

Wires and Cable
General Electric Company (for central stations, industrial and mining applications) Bridgeport
Rockbestos Products Corporation (asbestos insulated) New Haven

Wires—Building
General Electric Company Bridgeport

Wires—Telephone
General Electric Company Bridgeport

Wire Cloth
Hartford Wire Works Co The Hartford
C O Jelliff Mfg Co The (all metals, all meshes) Southport
Pequot Wire Cloth Co Inc Norwalk
Rolock Incorporated Fairfield
Smith Co The John P New Haven

Wire Drawing Dies
Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire—Enameled Magnet
Sweet Wire Co Winsted

Wire Formings
Autoyre Co The Oakville
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Verplex Company The Essex

Wire Forms
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The Hartford
Humason Mfg Co The Forestville
New England Spring Mfg Co Unionville
Wallace Barnes Co The Div Associated Spring Corp Bristol

Wire Goods
American Buckle Co The (overall trimmings) West Haven
Patent Button Co The Waterbury
Scovill Manufacturing Company (To Order) Waterbury 91

Wire Partitions
Hartford Wire Works Co The Hartford
John P Smith Co The 423-33 Chapel St New Haven

Wire Products
Clairglow Mfg Company Portland
Plume & Atwood Mfg Co The (to order) Waterbury

Wire Reels
A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) West Haven

Wire Rope and Strand
American Steel & Wire Company New Haven

Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties
Andrew B Hendryx Co The New Haven

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Awning Stripes
Falls Company The Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Yarns
Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville
Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville
Ensign-Bickford Co The (jute carpet) Simsbury

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven
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The C. B. DOLGE CO.
WESTPORT, CONNECTICUT

Business and the Unemployed

(Continued from page 38)

with this problem, and it should be worked out at the local level. Logically, the largest employers of labor, who are the largest dischargers of help and who need most to have the sympathetic cooperation of the public, should be the chief and most valuable sponsors of any such movement.

I do not have a concrete plan to offer—the matter is something to be thought out by the best brains in the country and not hastily undertaken. But I do feel that it should be directed by men in each community who are capable of recognizing both the economic and sociological aspects of situations that arise. It should be concerned, not only with locating wage earning opportunities but with the use unemployed men make of their spare time. When a man is suddenly cut off from his source of income he may become progressively confused, discouraged, despondent, anti-social. Then he is material for the radical agitators.

Many men have ideas for good products but lack the means to develop and the capital to exploit them. Others have talents that could be developed —they may not know they have them. Perhaps they never had the means to exploit their abilities and of necessity took some job for a living which did not use their best potential. There are a thousand reasons why a man may need help that are no reflection on his character.

There are many avenues for approaching this problem. Perhaps a combination work and social center in each sizeable community would be one effective instrument—a place where a variety of equipment was available, a technical library (small town libraries are often deficient in this respect), some free instruction, a placement service that could find temporary work of sorts that the regular agencies would not be interested to handle or did not know about; a get-together place for the exchange of ideas; a place for the recharging of one's spiritual batteries.

To be worth while such an undertaking must be broad gauge, continuous and well managed. If it were highly successful much good could come of it. But the very fact of its existence would help build good will toward its sponsors. Whether they were private citizens who gave money, manufacturers who gave equipment and spare machinery or teachers who gave their time, they should reap dividends while being helpful.

Advertising Index

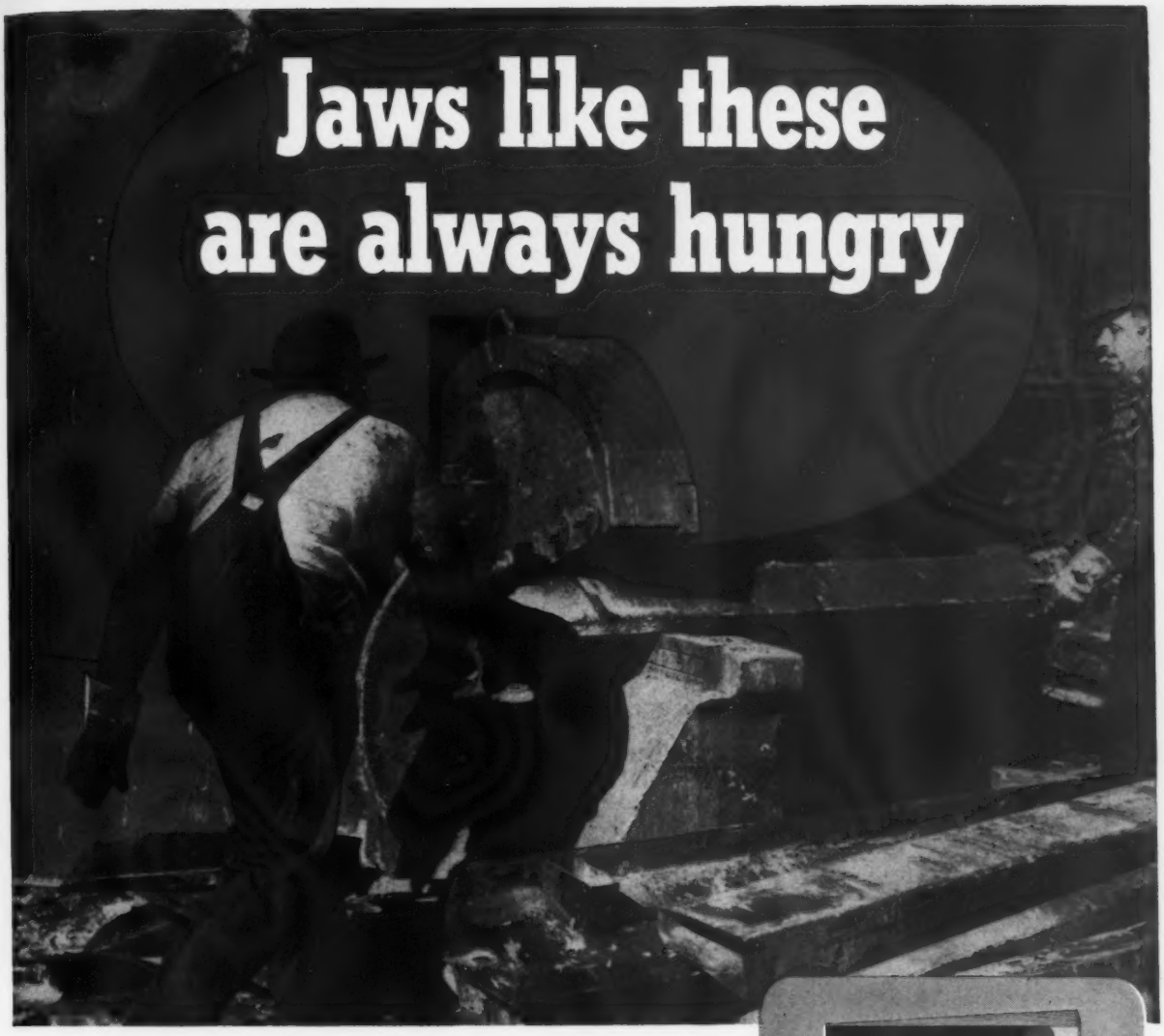
American Appraisal Co., The	52
Avery and Saul Co.	16
Barney's	23
Brett Co., E. W.	18
Brinnell Company, The	25
Buckley Bros., Inc.	Outside Back Cover
Case, Lockwood & Brainard, Div. of Conn. Printers, Inc	4
Crampton's	18
Detroit Steel Corp.	13
Devenco, Inc.	15
Dictaphone Corporation	20
Dolge Co., The C. B.	52
Dowd, Wyllie & Olson, Inc.	4
Eastern Machinery Co., The	22
Flint Co., A. W.	35
Fuller Brush Co., The	5
Gair Company, Robert	26-27
Graphic Arts Co., The	32
Hall Company, Inc., Thomas W.	34
Hano, Philip Co., Inc.	30
Hartford Special Machinery Co., The	18
Howard Co., The	25
Interlaken Inn	18
J-B Engineering Sales Co.	25
Jones & Company, Inc., T.A.D.	2
Kasden & Sons, Inc., H.	Inside Front Cover
Kellogg & Bulkeley, Div. of Conn. Printers, Inc.	31
Kenro Capitol Corp.	23
Liberty Mutual Ins. Co.	34
Love, Ralph	12
Maier & Co., Ward	22
Merritt & Co., Joseph	31
Millward Co., U. E.	29
Nutmeg Crucible Steel Co., The	11
Perkins Machine & Gear Co.	11
Production Equipment Co.	11
Robertson Paper Box Co., Inc.	14
Salisbury Artisans, The	28
Schiavone & Sons, Inc.	Inside Back Cover
Smith Mach. Co., Lyman A.	30
Souther Engineering Co., The Henry	33
Southern New England Telephone Co.	1
Swan Tool & Machine Co., The	33
Thompson Water Cooler Co.	27
Travelers Insurance Companies, The	33
Uarco, Inc.	24
Wallace Barnes Co.	26
Westcott & Mapes	33
Wiremold Co., The	17
Youngberg Bros.	33

ether they
ave money,
equipment
chers who
reap divi-

lex

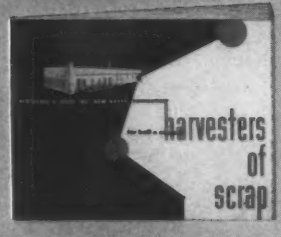
52
16
23
18
25
Back Cover
iv. of
4
18
13
19
20
52
4
22
35
3
26-27
32
38
30
., The 18
29
18
29
2
Front Cover
an.
33
23
34
17
22
58
29
e 18
18
15
14
28
Back Cover
30
Henry 38
one Co. 4
38
22
, The 31
24
21
36
19
58

Jaws like these are always hungry



Steel furnaces need scrap. It's as basic a raw material as ore itself. Shears such as this in our yard cut scrap into digestible sizes for the furnaces. It will pay you to feed them.

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